

WELCOME TO
CUMBERLAND COUNTY
MAINE



Cumberland County Recovery Plan
State & Local Fiscal Recovery Funds – 2023
Report
Submitted July 2023

Maine
Cumberland County

Cumberland County
2023 Recovery Plan

Table of Contents

1.0 *General Overview*

1.1 *Executive Summary* 2

1.2 *Uses of Funds* 3

1.3 *Promoting Equitable Outcomes* 18

1.4 *Community Engagement* 19

1.5 *Labor Practices* 20

1.6 *Use of Evidence* 20

1.7 *Performance Report* 20

2.0 *Project Inventory* 21

1.1 Executive Summary

The Recovery Plan Performance Report provides retrospective and prospective information to the Department of Treasury and public on projects that Cumberland County is undertaking, or planning to undertake with program funding - and how Cumberland County is planning to ensure program outcomes are achieved in an effective, efficient, and equitable manner.

The County is provided minimum requirements for the Recovery Plan, and is encouraged to add information to the plan that we feel is appropriate to inform our constituents on efforts we are taking to respond to the pandemic and promote an equitable economic recovery. The American Rescue Plan Act of 2021, through the Coronavirus State and Local Fiscal Recovery Fund, has provided \$57,300,874.00 to Cumberland County. The County is using a community-driven, data-informed process to ensure the effective, efficient, and equitable distribution of this federal funding.

Retrospective Overview

The flexibility of the SLFRF has allowed Cumberland County to reach every corner of its jurisdiction, from urban cities like Portland to rural towns like Bridgton and all the populations in between. Cumberland County is using the Recovery Funds for strategic investments to meet the needs of our residents. Projects and programs funded by Cumberland County are aimed at advancing community-driven solutions to recovery that deliver equitable outcomes and transformative change.

Jurisdictions Plan & Key Outcome Goal

The Mission of Cumberland County State and Local Fiscal Recovery Funds (ARPA) is to expand resources for those impacted by the Coronavirus pandemic, with a goal to “help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.” A successful recovery program means the County will anticipate the needs and coordinate the efforts and resources necessary to create and maintain a supportive structure. The graphic below outlines the County’s Plan:



Progress-to-date on Jurisdiction Plan

The County has used, and will continue to use a community-driven, data-informed process to ensure the effective, efficient, and equitable distribution of SLFRF funds. Cumberland County has committed \$57, 300, 874.00 or 100% of Recovery Funding made available to Cumberland County

As a result of the chain disruptions to the construction and building industry, the County has seen construction costs balloon upward 25-50% higher than our 2021 estimated values for projects. As such, the County has maintained a contingency of funds to address ongoing increased costs for capital projects approved in the first round of funding.

Noteworthy Challenges during the Reporting Period

As noted above, construction, like so many industries, has fallen victim to fragile supply chains and a reduced labor force. Building material prices skyrocketed; the cost of lumber, for instance, peaked at 264% of pre-pandemic cost.

Additionally, product lead times continued to soar; lead times that were three and four times the pre-pandemic pace are not out of the ordinary. More recently, distributors of certain electrical transformers have noted lead times of 54 weeks—three times the pre-pandemic pace—and markets expect this pace to continue into 2023. Longer lead times have caused project delays and cancellations as inflationary pressures reverberate throughout the economy.

The tight labor market has been a significant challenge. Job-hopping opportunities were plentiful, and quit-rates remained high. This impacted several grantees, and in turned delayed projects and required more time and oversight by the County.

Despite these challenges, Cumberland County will continue to actively oversee grantees and ensure that our subawards are moving forward in a manner that continues to support our goal of advancing community-driven solutions to recovery that deliver equitable outcomes and transformative change. Any re-investments will continue to be targeted toward communities with the greatest needs, and aligned with the priorities of people most impacted by the pandemic and resulting economic crises. The County will work smarter - not harder - to ensure that long lead times will be less impactful to the overall projects that we can control.

1.2 Uses of Funds

Goals and Strategies of our Jurisdiction's SLFRF Program

Through Cumberland County investment, Recovery Funds are impacting residents' lives across the region. The County is tackling national issues through local investments in health and human services, workforce training and apprenticeship programs, infrastructure and housing affordability initiatives. To address the effects of the COVID-19 pandemic, Cumberland County is responding to critical resident needs and investing in foundational initiatives that will strengthen localities for generations.

Cumberland County's process for determining project selection took a multifaceted approach that overlapped with the County's comprehensive assessment of regional strategic and capital improvement plans developed by community leaders across the County. After this assessment, Cumberland County requested project ideas for the most urgent and high-priority items that fell under eligible categories for ARPA-SLFRF funding and aligned with the County's determined priorities.

In support of a strong and equitable recovery in Cumberland County, the following strategies have been identified:

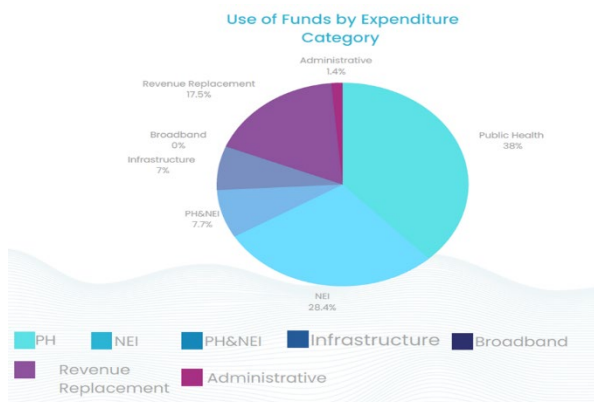
- **Make Transformational Investments-** Being intentional about how Cumberland County allocates funds. Viewing the SLFRF as long-term investment. Understanding that funding of ongoing programs becomes a liability, as these funds are a onetime investment. The SLFRF cannot support programs long-term.
- **Be Strategic and Thoughtful -** Strategic planning creates intentional outcomes. The County should be pausing and thinking about the best use of these resources.
- **Prioritize Equity from the Outset-** Prioritizing spending of the ARPA funds to improve outcomes for communities traditionally left behind. Consider applications in part based on their ability to promote equitable results for the communities served.
- **Invest in Economic Multipliers-** Considering how potential projects funded today will create a ripple effect in the years to come.
- **Implement Quickly, Yet Fairly -** Ensuring the County can fulfill the obligations and promise of the ARPA, by balancing the need to move urgently to provide relief while also considering both existing systems and new programs that can distribute funds in ways that provide quality benefits to communities.

Building on the intentionality described above, the County created the following prioritization for County staff to use when reviewing applications:

- **Affordable Rental Housing Units -** supporting capacity gain
- **Services for the Homeless -** Supporting programming with a focus on health equity
- **Make necessary investments to improve access to clean drinking water-** supporting vital wastewater and storm water infrastructure
- **Education –** Improving access to services that address educational disparities
- **Infrastructure development of local childcare facilities-** expanding capacity and availability of quality care
- **Substance Use disorders-** Expanding service centers
- **Transportation:** Enhancing regional Transportation services
- **Broadband infrastructure-** expanding affordable access to broadband

Internal County department heads were invited to submit project ideas that reflected departmental needs and

aligned with the identified strategies and goals outlined within our 2022 performance plan. These project ideas were evaluated, and the highest priority projects were awarded funding and approved by the Commissioners. The majority of approved internal projects supported renovations to existing facilities; construction of new facilities; hiring and creation of a Public health department and recruiter; and hiring and retention efforts to maintain staffing levels. Cumberland County directed SLFRF funds toward eighty (80) programs in the 2023 Performance plan year.



Cumberland County has directed SLFRF funds toward eighty (80) projects, of which (49) projects were award funding during the 2023 Performance plan year.

Category	Number of Projects	Adopted Budget
1. Public Health	15	\$21,768,272.08
2. Negative Economic Impacts	41	\$16,299,790.36
3. Public Health & Negative Economic Impacts	8	\$4,407,811.56
4. Infrastructure	5	\$4,000,000.00
5. Broadband	0	0
6. Revenue Replacement	10	10,000,000.00
7. Administrative	1	825,000
Totals	80	\$57,300,874.00

For More information on actions taken by the Cumberland County Board of Commissioners, please visit: https://www.cumberlandcountyme.gov/boards__committees/county_commissioners/index.php

Summary of Cumberland County's Use of Funds

The following is a summary of Cumberland County's use of funds within each Expenditure Category and Subcategory. Project descriptions address how the use of funds supports the overall strategy and goals in the respective category:

Public Health (EC 1)

In response to COVID-19, Cumberland County Commissioners approved funding for 15 projects totaling \$21,768,272.08 related to public health in our community. Projects funded range from capital improvements of County-owned facilities, to expansion of Substance Use treatment facilities in our region.

COVID-19 Mitigation & Prevention (EC 1.1-1.10)

During the SLFRF Performance Reporting Period for 2023, Cumberland County continued its ongoing support for COVID-19 mitigation & prevention. Though no new projects were added under this subcategory, funding for ongoing projects was increased to support the current construction market.

Cumberland County continues to move forward with installation and expansion of air-handling equipment and other facility investments that prevent infections, and expanding medical services and care for individuals in corrections custody. The COVID-19 pandemic not only caused a spike in patients with psychiatric comorbidities, but also an increase in the degree of physical health problems of this population. The County has experienced an increase in arrestees with serious alcohol and other substance use disorders. This change in health conditions requires increased healthcare monitoring, and treatment of patients engaged in detoxification protocols, etc. The County has supported medical care expenses within the County Jail that were in response to, and are directly attributed to, COVID-19 in the form of additional staffing expenses, quarantining, PPE costs, and regular COVID-19 testing. Over the course of this program year, the County focused spending on medical staffing expenses.

The County Commissioner's increased Public Health mitigation funds to demonstrate their continued support for quarantining and treatment of COVID-19 at the County Jail. Since the beginning of the pandemic, it was abundantly clear that concrete settings such as County Jails would facilitate the rapid spread of the virus, putting incarcerated people and staff at serious risk. Throughout the pandemic, repeated outbreaks in and around local and regional correctional facilities have demonstrated that prisons and jails provide ideal conditions for viral spread.

As a consequence, inmates have been disproportionately affected by COVID-19. It should also be recognized that due to their close and regular interaction with inmates, corrections officers, healthcare professionals, and others working in jails also face an enhanced risk of infection. Undoubtedly, prisons and jails are high-risk environments for COVID-19 for those who live and work there. In Maine, Black people constitute 2% of state residents, but 7% of people in jail and 9% of people in prison.

The expansion of the medical wing and other investments at the Jail will allow the County to mitigate viral spread and maintain health and safety. Other measures include, but are not limited to: developing strategies for quarantine, such as physical distancing; wearing masks; and enhancing hygiene practices.

The measurable outcomes of the project will also have a lasting ripple effect for inmate healthcare and staff wellbeing. The completion of the medical wing expansion will afford the County the ability to isolate infectious patients better and faster, reducing the likelihood of community spread in the building. The expanded medical wing will also better separate routine medical clinic care from patients with a communicable disease (e.g., COVID, influenza, etc.) who require medical monitoring.

Community Violence Interventions (EC 1.11)

Since 1998, Cumberland County Government's Violence Intervention Partnership (VIP) has coordinated our community response to domestic violence, sexual abuse, human trafficking and stalking. VIP partners and advisory members work together to enhance victim safety and hold offenders accountable.

The Violence Intervention Partnership (VIP) is a division of the County Public Health Department. The VIP Manger brought forth the Survivor Fund Initiative to the County Commissioners under the SLFRF program.

From the first days of the Covid-19 pandemic, it was clear to our regional VIP partners that the isolation of the pandemic put survivors of domestic violence (DV) in a situation of increased risk. Many reports have shown that violence and abuse to an intimate partner increased during the pandemic, and has not relented. At Through These Doors (TTD), Cumberland County's domestic violence resource center, advocates have continued to see an increase in people seeking services, and an urgency in helpline calls and other advocacy support requests. Calls are longer, and callers show more desperation. The number of people that TTD served in the past 12 months has increased over 10%, and they sheltered 41% more people in the past two years than in previous years.

TTD provides safe, accessible services for victims and survivors of domestic violence and abuse, dating violence, human trafficking and stalking. Over the last 10 months, the Public Health Department has partnered with Through These Doors as a sub-awardee of the VIP OVW (Office on Violence against Women) grant. The VIP OVW grant has provided funding for practical expenses such as security deposits, storage fees and transportation that allow survivors to transition to safer situations.

County Commissioners awarded SLFRF funding for the Survivor Fund as a catalyst and continuation of our existing partnership with Through These Doors. These funds will support Survivor's Safety Plan, a critical component to increasing the overall safety and well-being of those Cumberland County residents experiencing

domestic violence. The funds are being used to meet individual, short-term needs that allow a survivor to move from a dependent relationship with a dangerous person to a life that is more self-reliant and better positioned for safety. The nexus between the pandemic and a disproportionate impact on these individuals is clear. The SLFRF funding is estimated to server 190 survivors of domestic violence, providing enough financial autonomy to relocate to a safer place or enhance security measures to keep families safe in their existing homes.

Restorative Justice is a movement and set of practices that offers an alternative to retributive justice. Considering the extraordinarily high rates of incarceration, there is a growing awareness that the justice system is demonstrably inequitable to people of color. This awareness is galvanizing an interest in searching for a more equitable and effective approach to justice. The dominant approach of retributive justice creates a system where those who are harmed by crime have little voice in shaping a just response. Research has shown that punishments and sentences do little to promote accountability or the reclamation of identity, but assuredly contribute to the fracturing of communities.

In response to these dilemmas, the Office Cumberland County's District Attorney initiated a Restorative Justice Program in 2020. Rather than emphasizing punishment and separation of the offender from society, Restorative Justice centers on those who have been harmed by violence or other forms of crime. Cumberland County recognizes that Restorative Justice is not a comprehensive solution, nor is it always an appropriate choice for all acts that create harm. However, a growing body of research is pointing to its usefulness in reducing recidivism and creating far more satisfaction with the justice process; both for those who have been harmed, and by those who have perpetrated harm.

Violence has increased in Cumberland County due to the pandemic, and the need for community violence intervention programs like the County's restorative justice program has increased in demand. Cumberland County's Commissioners acknowledge the benefits of such a program and have invested SLFRF resources toward advancing the District Attorney's office restorative Justice Initiatives.

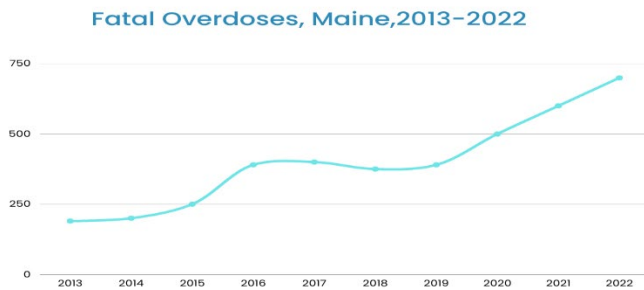
Behavioral Health (EC 1.12-1.13)

Social isolation, feelings of despair, and economic insecurity exacerbated by COVID-19 have all been implicated in the increased rate of substance use-related deaths and mental health problems. The rates of substance misuse and mental health problems have increased among the general population, and among first responders.

Maine has been identified by the National Survey on Drug Use and Health as having one of the highest unmet drug treatment needs for adolescents in the country. As the COVID-19 pandemic continues into its long-term impacts, there are a number of groups in Maine that are disproportionately impacted by the effects of the disease. Among those most impacted are Mainers simultaneously struggling with the consequences of another public health crisis that predates the COVID pandemic: the opioid epidemic.

Over the last decade, fatal overdoses in Maine have risen by more than 400%, from 176 in 2013 to 716 in 2022. According to Maine Department of Health and Human Services, nearly 80 percent of confirmed fatal drug overdoses in 2022, are attributable to the highly lethal non-pharmaceutical fentanyl, either used on its own or in combination with other illicit drugs like cocaine, heroin, or methamphetamine.

The demand for withdrawal care is so great that Cumberland County's only detox program, Milestone Recovery, has to turn away 70% of clients screened for the service due to lack of space in the program.



Despite this stark need, there are only 26 Medically-Monitored Withdrawal beds in the entire state, including Cumberland County’s (Milestone) 16, to serve the more than 400,000 Mainers who are uninsured or use MaineCare for health insurance.

The result of this critical shortage of detoxification resources is that large numbers of Mainers who wish to cease their substance use disorder are unable to access the necessary medical treatment to make it possible. Behavioral Health and Substance use disorder services are a priority for our Community - and thereby for the County Commissioners. The County has directed SLFRF towards the expansion of the only detox center in Cumberland County, Milestone Recovery. The center will expand from its current 16-bed facility to the State maximum allowed of 26.

Additionally, Cumberland County has continued to provide support for employment and integrative services for people in Cumberland County recovering from substance use disorder, people reentering the community from jail and prison, for new Americans, and for returning veterans facing reentry obstacles. SLFRF funds will support transportation costs, such as bus passes, uber, or taxi services.

Public Health Other (EC 1.14)

The dramatic increase in substance use disorder is attributed to pandemic-related suspension of community-based peer recovery groups, delays or barriers to accessing behavioral health services during the pandemic, and an overall deterioration of mental health due to prolonged isolation. In order to support these community needs and target the many ways treatment can be provided, Cumberland County continues to use SLFRF to support local non- profits who work in this field.

The Portland Recovery Community Center (PRCC) is one such nonprofit that has used SLFRF to support physical site changes that increase in-person recovery support. Portland Recovery Community Center is one of Southern Maine’s leading peer-to-peer recovery centers. PRCC provides a safe haven for vulnerable populations in recovery, including people who are unhoused and/or re-entering from correctional facilities, often serving as a bridge into safe housing. The need for services has not ended, regardless of the status of COVID-19’s active community spread..

By renovating interior spaces of the existing building, PRCC is better able to provide open space and air circulation for the safe gathering of members in group activities, including open spaces, widened entries, expanded exterior windows and increased ceiling heights. Additionally, PRCC has replaced the aging HVAC and air circulation system with new units (3) with modern air filtration measures to better control air flow, decrease energy use, and effectively remove significant viral load. The impacts of the renovations to date have allow the facility to expand from 900 members to over 2,500 in just the first year.

Hunger is an everyday reality for too many Mainers. Because of the unprecedented impact of the COVID-19 pandemic and ongoing economic crisis, SLFRF will be used to address the ongoing, systemic public health impacts of food insecurity that have increased during the pandemic and disproportionately affected low-income communities and people of color, especially those experiencing homelessness.

Cumberland County has provided two million dollars toward the creation of the Preble Street Food Security Hub. Preble Street, a not-for-profit resource center based in Portland, is currently producing and distributing more food than ever before: more than 1 million meals each year. While the expansion of the Food Security Hub is underway, the Preble Street Food Programs team is able to make approximately 2,000 nutritious and delicious meals each day in the current space. Once the Food Security Hub is complete, the organization will be able to create up to 10,000 meals per day.

Negative Economic Impacts

The economic shock from the COVID-19 pandemic of 2020 is still impacting Maine. It is very likely these impacts will continue to be felt in the region for the next 10 years at least, based on historical knowledge of how Maine's workforce fared during the Great Recession, with the most severe impacts falling on low-income and underserved communities where pre-existing disparities amplified the impact of the pandemic and where the most work remains to reach a full recovery.

The final rule recognizes that the pandemic caused broad-based impacts that affected many communities, households, and small businesses across the country, and provides flexibility for Cumberland County to use funds in ways that meet our local needs. The County continues to direct SLFRF towards housing insecurity, homelessness, Educational disparities, and Economic Impact Assistance in our region.

Household Assistance (EC 2.1-2.8)

Cumberland County experiences harsh winters. Winter storms can bring high winds and subzero temperatures, especially overnight. While most Mainers are used to cold temperatures, a combination of extreme cold accompanied by powerful winds is downright dangerous, and can have devastating impacts on our most vulnerable population.

Affordable home heat is a fundamental element of health, well-being, self-sufficiency, and economic mobility. Families struggling due to hardships caused by COVID-19 are at greater risk for energy insecurity. With more than 60 percent of Maine homes reliant on heating oil, compared to 4 percent nationally and between 24-42 percent elsewhere in New England, Maine is the most heating oil dependent state in the country.

The New England electrical grid, which supplies power to a majority of Maine, is also over-reliant on natural gas-generated electricity. This makes Maine distinctly vulnerable to the increased prices and volatility the global fossil fuel market is now experiencing. Cumberland County recognized these factors directly contributed to a grim winter forecast for low-income families who face impossible choices among essential needs such as food, heat, and medicine.

To address these and other negative economic impacts of the pandemic on households in our community, Cumberland County created the Keeping Cumberland County Warm Program. The program goal was to target community members just outside the income guidelines for LIHEAP and General Assistance. Income restrictions were followed under the SLFRF guidelines. Funding was filtered through local municipalities' existing GA process. Minimum set-asides for towns were \$50,000.00.

To further assist households within Cumberland County and to address a Community Health priority area, Cumberland County is directing funds to support access to oral health care. Dental disease is the most widespread, chronic, infectious disease in children. Nationally, barriers to dental care for families with low incomes and/or those who identify as BIPOC have been well documented.

Dental disease is not just about a nice smile. It is linked to a number of systemic health issues including diabetes, cardiovascular disease, Alzheimer's, preterm/low birth weight babies and many other serious health problems. Dental disease also impacts the entire community because of lost work hours, lost school days, people living in chronic pain, unnecessary ER visits, etc. The solution to dental disease is prevention and early intervention. Yet half of all children in Cumberland County are not getting any preventative oral health care.

There are about 56,000 children between the ages of 1-18 in Cumberland County. More than half of them, about 30,000 children, are currently getting NO preventative dental care at all. Of those 30,000, about 2/3 have MaineCare or no dental benefits. Having dental insurance does not ensure that children have access to regular dental visits or preventative oral exams and cleanings. COVID made that worse. Across Maine in 2019, 63% of children with dental coverage, either commercial or MaineCare, had at least one preventative service, routine exam, or cleaning. In 2021, only 51% of covered children had those services.

While Cumberland County has comparatively more dentists per capita than most Maine counties, many children are not able to access a regular dentist because most dentist offices do not accept MaineCare and children who qualify for MaineCare often face many other barriers to accessing care, including a lack of transportation. For all of these reasons, supporting access to oral health care was identified as a key priority in the Cumberland County Community Health Improvement plan.

Providing preventative oral healthcare in schools is a proven strategy for improving children's oral health. In Cumberland County, there are 3 school districts that partner with Greater Portland Health, 1 school district that partners with the Maine CDC School Oral Health Program, and a few individual schools within several other school districts that partner with an independent practice dental hygienist to provide on-site dental services. MaineCare recently increased the reimbursement rates for oral health care, making financial sustainability more possible for the organizations that already take MaineCare; though the new rates have unfortunately not yet attracted additional providers.

A strong, coordinated network of preventative oral health care does not exist in Cumberland County. Our existing patchwork of providers and school-based services leaves many children behind. Strengthening the infrastructure for preventative oral health would provide a foundation for oral health organizations and private dental clinics to expand care and take advantage of the increased reimbursement rates creating a more sustainable system with greater capacity to provide care to all who need it. Providers that currently provide oral health care to people with MaineCare, like Greater Portland Health and Mainely Teeth, could increase the number of patients they see because the reimbursement rates are now a more sustainable payment source, but they do not have the additional equipment and internal processes needed to expand their services.

For the past year, The Children's Oral Health Network of Maine (COHN) COHN has been providing guidance and technical support to the Cumberland County Public Health Department at no charge to support our efforts to create a strategic plan for addressing the gaps in oral healthcare identified in the Cumberland County Community Health Improvement Plan. COHN is a small non-profit organization that unites organizations and individuals across the state, with the shared vision of ensuring that all children in Maine can grow up free from preventable dental disease. The network catalyzes collaboration and innovation in order to ensure that effective

prevention, education, and treatment tools reach all children in Maine. COHN is the only organization in Maine focused on creating a stronger preventative oral health infrastructure and has the expertise, strategic relationships, and technical skills for supporting the Cumberland County oral health infrastructure project.

The Cumberland County Public Health Department, along with the ARPA administrator will work with the Children’s Oral Health Network of Maine to create a more coordinated and sustainable children’s preventative oral health infrastructure for Cumberland County. Please see attached MOU between COHN and the Public Health Department.

Long-term Housing Security: Affordable Housing (EC 2.15)

Limited availability of affordable housing continued to place pressures on Cumberland County’s housing market throughout 2022 and into 2023. Those pressures were compounded by runaway inflationary costs, a shortage of available skilled construction workers, and the lingering global supply chain irregularities from COVID-19. Cumberland County, including greater Portland, continues to be Maine’s highest-priced market. In February of 2023 the median sales price was \$459,000, up 6.76% from \$429,950 a year ago. At the same time, the number of units sold went down by 24.4%, from 626 in February 2022 to 473 in February 2023.

The continued rise in price, coupled with rising mortgage rates, is making it more difficult to afford a mortgage for households looking to enter homeownership. The COVID-19 pandemic reestablished the importance of stable housing – indeed, *home* was key in keeping many of us healthy and safe during the pandemic. The pandemic also strained fault points in Cumberland County and Maine’s housing landscape, contributing to an ongoing shortage of available affordable housing units. Renters within Cumberland County and throughout our State continue to struggle with the short supply and high demand for rental housing. The rental market, especially affordable and workforce housing, continues to be at the forefront of key policymakers in the Maine Legislature and sitting on local city and town councils.

Cumberland County can help support affordable housing development by mitigating rising costs of housing within the local market, that have been exacerbated by the COVID-19 pandemic. Initial efforts to infuse this one-time funding have directed funds towards rental housing, and increasing the production of affordable long-term housing. To date, Cumberland County has supported the production of 293 units of affordable rental housing in communities of exceptional need, including the city of Westbrook, the city of Portland and the towns of Gray and Scarborough.

The projects will use SLFRF awards as leveraging dollars alongside funding from the Low-Income Tax Credit Housing Program. Projects will remain affordable in perpetuity for a 40-year term. Rent will be reserved for households earning at or below 50% and 60% of Area Median Income (AMI).

Rentals are only one component of the Long-Term affordable housing need for our community. Cumberland County has also invested SLFRF towards the creation of affordable homeownership. To date, the County has supported efforts to create a total of 36 homes. 20 homes will be sold to families making at or below 60% of the Area Median income, and 16 will be sold to families making between 70% to 110% AMI (50% must be sold at 80% AMI or below).

These homes are built to Passive House standards, with LED lighting and energy star appliances. The cost to heat, cool and light these homes will be 60% to 70% less than the cost of a typical home in Maine. Another unique facet of these homes is their affordability in perpetuity. Owners will be required to sell their units within AMI limits, and in relation to market pricing.

The County has also directed SLFRF toward two affordable housing initiatives developed by County staff. The first initiative - Cumberland County Rural Affordable Rental Housing - is a partnership with Maine Housing, and is intended to assist developers in creating affordable, workforce rental housing consisting of five to 12 units where 100% of the units are leased to households making no more than 80% of Area Median Income and are leased at not more than 80% of Area Median Income rents. The intent is to support development of new rental units throughout the County that are affordable. Another goal of the Affordable Rental Housing Program is to bring economic equity to the rural areas of Cumberland County, which are often left out of the Low-Income Housing Tax Credit program because the size, scale and lack of investor interest makes them all but unworkable. The Program will provide subsidy in the form of zero-interest forgivable loans, and pay debt for the acquisition and substantial rehabilitation or construction of any units developed under the Program. The affordability will be required for a minimum of 45 years.

The second internal initiative - Cumberland County Preservation of Affordable Housing Program – will strengthen the local economy and support communities through the acquiring of property in rural towns and preserving it for future development. The program will support more families’ access to stable, quality, affordable housing. The County will work with our Corporate Council to create a development arm that will facilitate purchase and sale.

Long-term Housing Security: Services for Unhoused Persons (EC 2.16)

Cumberland County continues to be Maine’s epicenter for Housing insecurity and homelessness, with a population that rose again this year. This continues to be a top priority for Cumberland County. Specifically, Cumberland County recognizes that homelessness is an issue across the region and must be addressed across and beyond the Greater Portland area. Funds are being deployed to directly address the disproportionate impact of the pandemic and potential future public health crises on the highly vulnerable population of people experiencing homelessness and housing insecurity.

Cumberland County has invested funding to support long-term housing supports, directing SLFRF toward the County’s two largest shelter providers: Tedford Housing, and the City of Portland. Despite the City of Portland opening its new 250-bed facility this spring, there are still several overflow shelters as well as multiple homeless encampments throughout the region. Tedford Housing hopes to have its new shelter and non-congregate family shelter under construction this year. Both partners continue to undertake initiatives to support long-term housing supports for our regions un-housed. The County anticipates funding will create pathways for residents with the fewest resources and the greatest challenges to access critical services. Both shelter programs are designed to directly improve the physical, mental and social well-being of some of the most vulnerable of Cumberland County’s residents.

With the demand continuing to exceed available services, Cumberland County has two internal initiatives underway that direct additional funding toward services for unhoused. The goal of these initiatives will be to evaluate the need and options for provision of programs and services for people experiencing - or are at imminent risk of - homelessness in the greater Lakes Region, where there are no defined programs or services to secure emergency or permanent housing, or to assist those at risk of housing insecurity with successfully maintaining permanent housing.

Economic Impact Assistance: Other (EC 2.37)

The limited capacity of local shelters continues to force the City of Portland and other organizations to provide emergency shelter for people in hotels across the County. Cumberland County’s Public Health Department

remains vigilant, attending weekly meetings of cities and social services providers who are collaborating to meet the basic needs of people experiencing homelessness.

Cumberland County continues using the SLFRF award to support community-based organizations in meeting the basic needs of those in emergency shelters. Funds support multiple aspects of daily living. These include services that address transportation needs related to medical, emotional or social support programming. The funds also support necessary supplies for families to keep children safe and healthy, and support volunteer and donation management to address other gaps in basic needs.

Addressing Educational Disparities: Academic, Social, and Emotional Services (EC2.25)

The COVID-19 pandemic exacerbated issues already present in our community, specifically a widening academic achievement gap in core subjects like reading and math. Poor access to quality learning opportunities and high cost of affordable enrichment programs contribute to the widening academic achievement gap. To address these and other education gaps, Cumberland County partnered with Portland Adult Education and The Boys and Girls Club of greater Portland to address education disparities in our region.

Young adults (ages 17-28) across the country and within Cumberland County have also been disproportionately impacted by the economic downturn caused by COVID-19 (U.S. Bureau of Labor Statistics). Programs across the Portland Adult Education system (Hub) see an increase in the number of students who are not finishing high school, many of whom are leaving because of extreme gaps in their education because they have not been successful in the pandemic-era environment.

In Portland, in particular, course failure rates and absentee rates within the high schools have increased, with rates increasing most for English language learners and students of color. In addition, the Portland school system recently held a series of listening sessions with its Latinx community members who reported that one of the main causes for increased disengagement from school is financial imperatives, such as the need to support the nuclear and extended family and care for siblings.

These examples from Portland are important, because research shows that employment rates increase with a high school diploma and postsecondary attainment (US Census). In addition, obtaining a high school diploma or attending some college improves one's likelihood of living above the federal poverty line. (US Census).

In Maine, approximately 75% of current job openings require a high school diploma or higher level of education (MDOL, 2021). Workforce training opportunities in the local area also require a high school diploma. In addition to those who do not finish high school, there are young adults who graduate from high school academically unprepared to enter workforce training programs offered by the adult education programs in Cumberland County and/or at the local community colleges. Adult Education programs are designed to address student's barriers to their academic and employment goals. The Hub sees an opportunity to address these barriers (credential attainment and low academic skill levels) by taking a county-wide approach to attracting, retaining, and serving young adults so they may enter and/or advance within the workforce. The demand for academic instruction is increasing beyond the local capacity of programs who are often staffed with part-time hourly teachers.

With further academic preparation for both ESOL students and young adults, a greater number of ESOL students and young adults who have been disproportionately impacted by COVID-19 can qualify and enroll in one of the many workforce training programs and academic skill building classes offered at adult education programs across Cumberland County. For these reasons and many more, Cumberland County is using SLFRF to support expansion of existing Hub programming throughout the County directed at the needs for our region.

According to the Afterschool Alliance, for every child in an afterschool program in our state there are five waiting to get into one. In 2020, there were nearly 40,000 children in Maine who were alone and unsupervised after school. In Southern Maine alone, there are an estimated 19,000 kids unsupervised from 3:00 pm – 6:00 pm each day. Studies show that kids left unsupervised afterschool are more likely to engage in risky behaviors. Research also confirms that kids who attend our Clubs once a week or more have more positive relationships, do better academically, and are less likely to participate in unsafe activities. Quality after-school programs give young children access to enriching opportunities and educational support that will level the playing field, support their learning recovery from the pandemic, and help to close the academic achievement gap.

Cumberland County has partnered with the Boys and Girls Club of Southern Maine to support evidence-based learning recovery efforts for youth ages 6-18 in our region. For more than 110 years, Boys & Girls Clubs of Southern Maine (BGCSM) has provided young people with a safe place to go after school and positive experiences to help them grow and thrive. BGCSM's four priority outcome areas for programming are Academic Success, Leadership, the Arts, and Health & Wellness. These building blocks for a productive life are built into BGCSM's delivery model. Programs and activities are tailored by age group. Each Clubhouse offers practical help and mentoring for college/career planning, daily academic support to build on school day lessons, and enriching literacy and STEM opportunities. The goal of BGCSM programming is to guide and support our members' social-emotional development, teach interpersonal and life skills, and promote academic success by encouraging good study habits, goalsetting, and good communication. BGCSM uses an integrated approach that provides diverse daily program experiences using national evidence-based curricula and locally developed initiatives. BGCSM's goal is to ensure that every child who enters their Clubs graduates high school on time and leaves with a solid plan for their future. Cumberland County has provided SLFRF to support the work being done by this group that will have a ripple effect on our region.

Public Health-Negative Economic Impact: Public Sector Capacity (EC 3)

The Pandemic has continued to create challenges for the County in attracting and hiring employees to fill vacant positions; notably corrections officers at the Cumberland County Jail, which at this writing has 65 vacancies. Vacancies also increased among 911 dispatchers at the Cumberland County Regional Communications Center, and patrol deputies and detectives at the Cumberland County Sheriff's Office. All of these sectors were directly impacted by the Pandemic.

With the increased flexibility of the final rule, SLFRF funding may be used to support a broader set of uses to restore and support public sector employment. Eligible uses include filling vacancies and adding additional employees using SLFRF funds. SLFRF funds also may be used to provide worker retention incentives, including reasonable increases in compensation to persuade employees to remain with the employer as compared to other employment options. Cumberland County is using SLFRF to address retention and hiring.

In November 2021, the County hired a full-time personnel Recruiter, whose focus has been updating and modernizing the County's current recruitment efforts, application processes, candidate sourcing methods, social media platforms, hiring practices and retention incentives. The initial focus was on corrections officers. Through a temporary Memorandum of Agreement with the National Correctional Employees Union, a partnership was created and the recruiter works with a corrections officer two days per week in an attempt to fill corrections officer vacancies. The recruiter has been successful at hiring new employees; however, the County is struggling to retain employees in the positions most impacted by COVID-19. The recruiters will continue to focus on filling positions with an eye toward mitigating pandemic-related barriers to hiring.

Retention efforts also include worker retention incentives, and reasonable increases in compensation to persuade employees to remain with the County. SLFRF resources are supporting retention pay for our hardest

hit employment sectors. At the start of the pandemic, the jail was short 30 Corrections Officers. By the spring of 2021, that shortage had risen to over 60, which is more than half of budgeted Corrections Officer positions.

Public Sector Workforce: Payroll and Benefits for Public Health (EC3.1)

SLFRF funding may be used for payroll and covered benefits for public safety, public health, health care, human services and similar employees of a recipient government, for the portion of the employee's time spent responding to COVID-19.

For the past two decades, the local public health infrastructure in Cumberland County has been through many changes. Maine CDC, the City of Portland Public Health Division, The Opportunity Alliance, the Cumberland District Public Health Council and various local community coalitions have been a part of local public health efforts over many years. How entities are funded, the geography they cover, and the public health issues they address has been in flux as state and federal leadership has changed.

With the flexibility of the SLFRF program and the clear need that emerged from the COVID-19 pandemic, Cumberland County used the funds as a catalyst to establish a County Public Health Department and brought the community's strong desire for regional public health programming to reality.

The fundamental goals of the new Public Health Department are to address persistent or remaining gaps in public health, to create stronger partnerships and collaborations, and to build capacity within the County to address the needs of people and communities who have the greatest barriers to health and well-being. While Cumberland County on the whole has some of the lowest rates of disease and highest rates of health, these overall rates obscure the health inequities that continue to exist. According to the World Health Organization, "Health inequities are differences in health status or the distribution of health resources between different population groups, arising from the social condition in which people are born, grow, live, work, and age." In Cumberland County, people who identify as LGBTQ+, Black, Indigenous, and people of color (BIPOC), people who are low-income, have a disability, and/or live in a rural area have more barriers to health than the average person; and therefore, have higher rates of disease and early death.

To make these goals a reality, the Public Health Department needed to begin with a public health improvement plan for the County, as one did not already exist and was not eligible for State funding. Over the course of this performance period, the Public Health Department finalized its County Public Health Improvement Plan. The County Health Improvement Plan (CHIP) presents a shared four-year vision for improving the health of people and communities in Cumberland County and reducing health inequities. Made possible through the investment of American Rescue Plan Act Funds, the CHIP is also focused on addressing the negative health impacts of the COVID-19 pandemic. The pandemic has exacerbated the existing health inequities for the County's historically underserved people, families, and communities.

The County Health Improvement Plan is just the County Public Health Department's initial response to improving health inequities. The plan outlines foundational equity goals (Goal 1) that will guide the Public Health Director's work to build out the Department. This includes using an equity lens on all public health problems, and ensuring the use of culturally relevant approaches to addressing them. Using an equity lens means finding and using disaggregated data to inform the work; and ensuring culturally relevant approaches means spending more time engaging and supporting cross-sector partnerships with communities that have the most barriers to health, and carefully considering how public health policies and practices will impact those communities. The Plan is also a call for Public Health in Cumberland County to shift more of our focus upstream. While many people still lack consistent access to quality healthcare and have unmet behavioral and oral health needs, health inequities stem from societal and institutional inequities that impact the community

conditions in which people live, learn, work, and play. Implementing strategies to reduce racism and discrimination (Goal 5) and focusing on issues related to transportation (Goal 4), housing (Goal 6), food security (Goal 7), and environmental justice (Goal 8), will fundamentally improve the community conditions in which people live, reduce barriers to health, and give all people the opportunity to live a healthy life. Our efforts to address healthcare access (Goals 2 & 3) will only be more effective when they are combined with efforts to improve the community conditions in which people live. While this is a 4-year County Health Improvement Plan, we view this as a living document that will expand and grow over the next 4 years as we cultivate collaborations and build a stronger public health infrastructure.

The Community Health Improvement Plan (CHIP) will guide the development and the work of the Cumberland County Public Health Department. The CHIP can also be used by other organizations, municipalities and communities as they look to address the key health issues facing our communities.

Municipalities can use the CHIP to educate community members and guide policy and practice changes to improve community conditions and impact health. School Districts can use the CHIP to find partnerships and build collaborations with organizations already working to address health problems and community conditions that impact students' ability to learn. Community Members can use the CHIP to support their own advocacy efforts for changes needed to create a healthier community for all. Community-based organizations can use information in the CHIP in their applications for additional funding, to educate key leaders, and to support their collaborative efforts to improve health for all.

If you'd like to view the full plan please visit the County's Public Health Page on our Website, https://www.cumberlandcountyme.gov/departments/public_health_department/index.php

Substance use disorders and mental health problems continue to be a top health issue of concern in Cumberland County, and were named Priority Area 2 in the CHIP. Overdoses continue to occur at alarmingly high rates, and lack of coordination is hampering efforts that are needed to respond to the prevent them. Schools and law enforcement agencies are increasingly the front line for prevention and early intervention around mental health and substance misuse, but a lack of consistent community support and internal capacity means efforts are limited.

Priority Strategies presented by the County's Public Health department include the embedding of Coordinated Behavioral Health Liaisons and Youth Liaisons into law enforcement agencies. Cumberland County has partnered with the towns of Falmouth, Cumberland, and Yarmouth to create a Behavioral Health Liaison position shared among the three communities, and supported by the SLFRF. The Behavioral Health Liaisons will work with law enforcement for the purpose of co-response, crisis intervention, case follow-up, referrals and connection to services, community outreach, engagement, and relationship-building activities to increase behavioral health and resiliency, substance use awareness, and suicide awareness and prevention. The objective of the program is to reduce the number of cases in which law enforcement is required to exercise protective custody for the purposes of compelling mental health or substance use intervention; to reduce calls requiring police response for mental health or substance use issues, and to increase residents' access to appropriate levels of behavioral health services.

Additional Strategies to address substance use disorders and mental health problems include convening a coordinated countywide overdose/harm reduction response; supporting comprehensive school-based interventions, including Behavioral Health Coordinators at the school district or county level; support for Gay-Straight-Trans Alliances and Black Student Unions; restorative policies and practices; and stronger connections between schools and municipalities on their joint approaches to address behavioral health problems. Over the performance period, the Public Health department has expanded to include a Behavioral Public Health Manager under the SLFRF program. By adding a Behavioral Public Health Manager, the Public

Health Department will be able to build upon current efforts to improve coordination and increase resources within the County to reduce behavioral health related deaths, like overdose and suicide, and improve wellbeing.

Premium Pay (EC 4)

N/A

Water, sewer, and broadband infrastructure (EC 5)

Water and sewer infrastructure investments marked one of the six ways that funds could be used for recovery and to address climate change impacts. Guidance from the U.S. Department of the Treasury identified drinking water infrastructure projects as eligible if they met the U.S. Environmental Protection Agency's (EPA) Drinking Water State Revolving Fund (DWSRF) eligibility criteria. All projects must be deemed necessary investments. Necessary Investments are defined by Treasury to be:

- Responsive to an identified need to achieve or maintain an adequate minimum level of service, which may include a reasonable projection of increased need, whether due to population growth or otherwise,
- A cost-effective means for meeting that need, considering available alternatives, and
- For investments in infrastructure that supply drinking water in order to meet projected population growth, projected to be sustainable over its estimated useful life.

In the fall of 2022, the Cumberland County Commissioners established the Municipal Sewer and Water Grant Program, which aims to support local sewer and water infrastructure needs by awarding funds directly to municipalities for approved projects. The goal for the program is to support and prioritize projects that would provide the greatest public benefit to our community. Cumberland County has awarded funds to four projects under this program, that fall into the following Subcategories. Projects have not yet started.

Clean Water: Other Sewer Infrastructure 5.5

In the spring of 2022 Cumberland awarded SLFRF funding under this category for the City of Westbrook for water and sewer infrastructure, specific to site improvements necessary to ensuring the development of long-term affordable housing development. The City of Westbrook owns an approximately two-acre parcel of land located in the heart of its downtown business district that was acquired through urban renewal in the 1970's. The site is also situated within a [Qualified Census Tract](#) (QCT) and Difficult Development Area (DDA).

Revenue Replacement EC (6)

As outlined in the final rule, recipients have the option to calculate revenue loss one time, according to the formula outlined in the final rule; or elect a "Standard Allowance" of up to \$10 million, not to exceed the award allocation, to spend on government services throughout the period of performance.

Cumberland County has elected the Standard Allowance of \$10 million, and has set aside the standard allowance for Revenue Replacement related projects. These projects include a board range of general government services under the Revenue Replacement allowable use category. Government services generally include any service traditionally provided by a government, unless Treasury has stated otherwise Common examples that include, but are not limited to:

- Construction of schools and hospitals
- Road building and maintenance, and other infrastructure
- Health services
- General government administration, staff and administrative facilities
- Environmental remediation
- Police, first responders and other public safety services (including purchase of fire trucks and police vehicles)

Funds spent under government services are subject to streamlined reporting and compliance requirements, and are not reported on individually.

1.3 Promoting equitable outcomes

Addressing racism and discrimination are priorities for Cumberland County Government. Long before most of us had ever heard the word “coronavirus,” Maine suffered from a history of discrimination, the consequences of which resonate today. In particular, the impact of historic policy choices on people of color in the state are widely overlooked. Existing profound racial wealth gaps made it harder for communities of color to weather economic downturns, from the pandemic to the financial crisis of 2008.

The SLFRF program has provided Cumberland County with an opportunity to gain a better understanding of the Government’s role in contributing to racial inequity, and our responsibility to advance racial equity. Cumberland County acknowledges that we must develop a shared racial equity analysis with our sub-awardees. Cumberland County also looks to gain an increased understanding of how the public sector can advance racial equity.

Racism and discrimination have created inequities in access to a range of social and economic benefits—such as housing, education, wealth, and employment. These conditions are key drivers of health inequities within communities of color. Similar health inequities are experienced by LGBTQ+ people, immigrants and refugees, and Indigenous communities. By utilizing a community-driven, data-informed approach, the County aims to ensure the effective, efficient, and equitable distribution of the federal award. Efforts to advance fairness and opportunity have come in the form of creating an ARPA Advisory Committee (AAC) with representatives from the public for each district within Cumberland County; a competitive grant process; and a robust and transparent public process for the funds. As such, Cumberland County has rooted its support for centering the use of our funds towards economic and racial equity.

Cumberland County’s Public Health Department is taking a Health Equity Lens. Good health and well-being require much more than medical care and healthy choices. Our lives are shaped by the conditions in which we are born, grow, live, work, play and age—along with the distribution of power and the systems that determine our opportunities. Using a health equity lens means intentionally looking for ways to address the social, structural, and political determinants of health and well-being. It means paying attention to the impact of discrimination, stereotyping, and prejudice based on sex, gender, age, race, ethnicity, low economic status, or disability. Discriminatory practices are often embedded in institutional and systems processes, leading to some groups being under-represented in decision-making at all levels or underserved. Using a health equity lens also means considering the potential positive and negative impacts of policy and programs on under-represented and/or underserved groups and getting input from the population of focus.

To ensure all residents of Cumberland County have what they need to achieve their fullest potential including employment opportunities, Cumberland County Leadership must take action to integrate diversity, equity, and inclusion into County operations.

Because advancing equity requires a systematic approach to embedding fairness in decision-making processes, Cumberland County sought qualified Diversity, Equity, and Inclusion ("DEI") consulting firms to assist the County in its efforts to advance racial equity. In December of 2022, Cumberland County contracted with OptiPlied, Inc. to create a Strategic Plan and framework for advancing racial equity within our organization.

Over the next three years, Cumberland County will use the strategic plan to establish the foundation in which to build future DEI strategic priorities. This foundational work establishes important DEI-related practices targeted at professional development, skills training, and implementing revisions to our Human Resource policies and processes to meet the needs of our evolving workplace.

The County recognizes that DEI work is a marathon, not a sprint. Diversity, Equity, and Inclusion work is process work; it is not a task that can be checked off at the end of a given time frame. Consequently, to succeed, it must be approached as a collaborative effort rather than as a completion-oriented effort. Each goal within our strategic plan is inclusive of objectives that point toward the future.

The initial strategic plan establishes key practices that will position the County toward Cultural transformation. Those key practices include internal DEI leadership, relevant professional development, common organizational learning, improved Human Resource processes, consistent progress reporting, and sustainable resource allocation. All of these are necessary for the County to sustain welcoming environments for diverse employee communities.

The formation, training, support, and resourcing of the DEI Directors Group established to lead this organizational effort will be critical to the success of the Cumberland County DEI Strategic Plan and Action Plan. This group will serve as guides to all DEI efforts while providing regular progress reporting and adjusting the plan as needed, in the ways which most benefit the needs of County government. Furthermore, the strength of this leadership group will position Cumberland County for its next iteration of DEI strategic planning for the time beyond the 3-year cycle of the present DEI Strategic Plan.

Diversity, equity, and inclusion work is supported by - and supports - other work occurring simultaneously in Cumberland County. All our efforts are motivated by an institutional interest in serving our staff and community members. Our approach will be systemically, consistently, intentionally, directly, and overall, more effective. These multiple efforts overlap to affect necessary cultural shifts. Specifically, DEI initiatives introduce an elemental cultural change to organizations to transition from an exclusive environment to a diverse, equitable, and inclusive one.

1.4 Community Engagement

Cumberland County continues to conduct a wide range of community engagement efforts. Our Public Health department actively meets with leaders from different programs/organizations currently working to address priority health problems, social determinants of health or focused on the wellbeing of a particular group of people who are more impacted by health problems, such as people who identify as LGBTQ+, immigrant, BIPOC, older adults, and people with disabilities. Leaders provided data, their understanding of current gaps in public health efforts, and strategies they believe have the most potential for addressing those gaps.

The SLFRF administrator also continues to conduct community engagement, and meets biweekly with the County’s ARPA Advisory Committee. Over the course of the performance period, the Advisory Committee conducted a community survey. The survey ran from August 03-September 07, 2022. County staff made the survey available to the public via our website and notified the public via a press release, and email blast, which went to over 200 organizations and towns in Cumberland County. The County successfully received 82 responses that included residents from each of the five County Commissioner districts, with the most responses coming from District Two - which includes Casco, Falmouth, Frye Island, Gray, Harrison, Naples, New Gloucester, Raymond and Windham. The results of the survey are below, and are what the County used to direct spending over the course of this performance period:

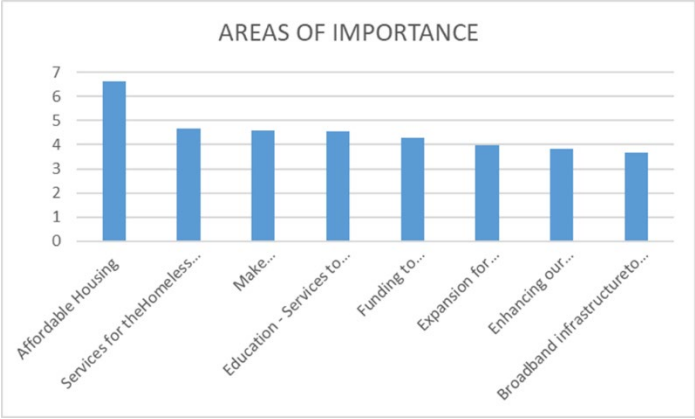
1.5 Labor Practices

Cumberland County continues its effort to support economic recovery through strong employment opportunities for construction workers. Where applicable, the County will follow local labor regulations including: local hire preferences; apprenticeship requirements; prevailing wage standards; and labor agreements. If the County pursues a qualifying project over \$10 million, the County will ensure all contractors are complying with Davis-Bacon and Related Acts, and will require a local hire preference.

1.6 Use of Evidence

Most of Cumberland County’s approved projects do not require evidence-based reporting because the projects are for capital expenses, including construction. The programs that do have evidence-based interventions and/or program evaluation elements are required to identify evidence to support that the project will have its intended impact. This evidence may include results from previous programs in Cumberland County, similar programs in Maine or other states, or information from academic research or existing evidence clearinghouses.

For projects that are being evaluated, in place of evidence-based data, detailed demographic and usage data will be collected to understand the impacts of the services for program participants. A more detailed breakdown of each project’s evidence-based interventions is outlined below in the Project Inventory.



1.7 Performance Report

Each Project is required to provide data on existing COVID-19 impacts linked to their proposed SLFRF activity. Data is subjective, in that it is provided to the County by the applicant in a narrative form. To date, none of the SLFRF proposals have undergone formal evidence-based impact evaluations.

Cumberland County is using its own performance metrics that identify impacts produced by the projects, and measure results of the programs based on the units of service provided and/or end user results of a project or program. Performance metrics built within our initial application process score awardees based the following: relevance to County needs, effectiveness of existing achievements, and efficiency of resources, impact, and sustainability. Those same performance metrics are then associated with the ongoing project or program's objective and goals, as reported to the County. Sub-awardees are required to file quarterly and annual reports. These reports outline accomplishments and financial data. The reporting measures vary per project, based on the metrics created for the program/project upon initial setup. Reports may be submitted monthly or quarterly, depending on frequency of draw requests from the sub-awardee. All sub-awardees will submit one annual and/or final closeout report.

Compliance staff utilize Neighborly software and Microsoft Excel to track and report sub-recipient performance. Staff also utilize our in-house web-based financial reporting system, MUNIS. The Compliance Manager and Special Projects Administrator are trained on all systems, including MUNIS and Neighborly, which report all activities of the ARPA SLFRF program and expenditure status.

Additionally, ARPA SLFRF administrators utilize legal consultants when necessary to confirm project eligibility, and that expenditures align with and meet the Treasury Guidelines.

2.0 Project Inventory

The following pages provide a description of each project undertaken during the 2023 recovery plan performance period. Cumberland County must provide the minimum required information, and must ensure that our Project Inventory contains the additional information required by Treasury's Reporting guidance, including but not limited to information about performance measures and evidence/evaluation for each project. In all cases, recipients must post publicly (and submit to Treasury) a single PDF file of their Recovery Plan, which includes the Project Inventory.