Cumberland **County**

2019 Annual Report COUNTY OF CUMBERLAND, MAINE

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SNAPSHOT: CUMBERLAND COUNTY

Geography

Demography

Total Area: 1,217 square miles

Sebago Lake covers 45 square miles, and is the second largest lake in Maine.

It is the **deepest lake in the state**, measuring **310 feet deep** at its lowest point.



Communities

Three Cities: Portland, South Portland, Westbrook

Twenty five Towns:

Baldwin, Bridgton, Brunswick, Cape Elizabeth, Casco, Chebeague Island, Cumberland, Falmouth, Freeport, Frye Island, Gorham, Gray, Harpswell, Harrison, Long Island, Naples, New Gloucester, North Yarmouth, Pownal, Raymond, Scarborough, Sebago, Standish, North Windham, Yarmouth

History

Cumberland County was incorporated on November 1, 1760. It was formed from a portion of York County and named after William, Duke of Cumberland, son of King George II.



293,557

Current population:

Most populous county in Maine

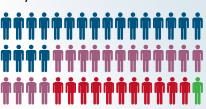
Roughly **20% of the population** of the state, and less than **4% of the land mass**

Home to **4 of the 10** largest communities in Maine

County seat: **Portland** Largest Community: **Portland** Smallest Community: **Frye Island**

Political Party Enrollment

45.1% Democratic28.9% Unenrolled22.2% Republican3.8% Green Ind.



Other Statistics	County	Maine	U.S.A.
Median Age:	42.1	45.1	38.2
Median Household Income:	\$72,452	\$53,079	\$60,293
Poverty Rate:	10.7%	12.9%	11.8%
Median Property Value:	\$294,400	\$184,700	\$229,700
* Unemployment:	6.7%	6.6%	11.1%
* June 2020			



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From the Manager



James H. Gailey County Manager

Dear Citizens of Cumberland County:

It is with great pleasure that I submit this transmittal letter outlining the County's accomplishments in 2019. Looking back at the year, I have come to think of it as a year of establishing a direction for the County. The County takes great pride and opportunity in helping our constituents and municipalities in a variety of ways, bettering the delivery of public service. It takes strategizing and planning in order to do that effectively.

In January of 2019, the County welcomed back Commissioners Gorden, Cloutier and Coward, who were each elected to serve another four-year term. The continuity of Commissioners has helped in guiding the County over the last number of years, and has presented the Commissioners with extensive knowledge and understanding of the County and its operations. In March, the Commissioners met alongside department heads and managers at the Cross Insurance Arena for a facilitated Strategic Priorities session. Meeting with such a group allowed for all to have a voice and share what they are currently working on, but more importantly

share what they see on the horizon as the next challenge. The session guided the Commissioners to outline the following Priorities over the next three years:

- 1. Space Need & Infrastructure (Deeds/Assessing, Courthouse & Convention Center)
- 2. Staffing (workload needs, recruiting and premier employer)
- 3. Mental Health (Jail Mental Health, Training, Substance Use Disorder)
- 4. Service Expansion (Broadband, HR, Recreation, Pubic Safety, Back Office)
- 5. Education & Prevention (Human Trafficking, Domestic Violence, Public Health)

The budgeting season kicks off with the development of the Cross Insurance Arena and the Jail budgets. These two budgets are on a July-June fiscal year cycle. The Jail budget was up 4% (per State Statute), equating to an increase in taxes of \$525,000. Some of the major budget changes were increases of \$207k for contract medical; \$24k in legal fees; and \$24k in groceries. Revenues were up \$200k from an increase in boarding of inmates from other counties, and a down \$100k from a reduction in boarding of Federal ICE inmates. The Cross Insurance Arena's \$3.5 million budget was reduced by \$1,787 from the previous year (-0.05%). The County made some capital commitments to the arena, which included a new Point Of Sale system for concessions. The relationship with the Maine Mariners is strong, and investing in the Arena to better serve the additional patrons is worthwhile.

Unlike the CIA & Jail, the County's General Fund & Capital Budget is on a calendar year budget cycle. The 2019 Budget Finance Committee made up of elected officials Holly Hancock (Casco), Jessica Sullivan (Cape Elizabeth) and Lee Arris (Freeport) worked through four meetings on the County's \$44.7 million dollar budget. The budget was up \$1.5 million (includes Jail and CIA) and resulted in a 4.99% Needs from Taxes.



The 2019 Finance Committee brought forth the request for the County Commissioners to consider changing the County's budget year from calendar to fiscal. This was in response to rising interest rates and the significant increase in budgeted interest for the County's annual Tax Anticipation Note (TAN) each year. The request resurfaced with the 2020 Budget Finance Committee (met during the fall of 2019), recommending the County Commissioners develop a timeline for the change - allowing communities to plan a year and half in advance. More information to come in the 2020 Annual Report.

The Commissioners's goal is for the County to provide valued services to the municipalities we serve. County staff are routinely working with towns and cities in the region to determine whether the County can aid in supporting or adding capacity to a community's service delivery. One of the major deliverables of 2019 was the roll-out of a countywide Broadband Study. Casco Bay Advisors, LLC completed what was considered a countywide "playbook" of what is currently available and valuable guidance on next steps to engineering and implementation. The study has gained attention from regional and national entities exploring very similar study perimeters. The County continues to take the lead in working with towns on broadband issues as there is a need for enhancement of service.

Cumberland County provides excellent Regional Communications and Regional Assessing services to communities within our borders. During 2019, North Yarmouth joined the Regional Assessing program, while the Town of Pownal joined the Regional Communications program for the handling of their Fire/ EMS dispatching. In late 2019, County staff began offering Human Resource services to towns who find themselves in need of some HR capacity. At this time the service is open to any town, free of charge. Many towns have taken advantage of the service and appreciate the expanded offering as it has saved them in consultant or attorney fees.

Cumberland County continues to bring on talented employees, building on its strong team of individuals who are well-versed in their fields. The Commissioners constantly challenge staff to bring in new ideas, bringing value to the County. We are encouraged by our progress over the last year and look forward to strategizing and developing the County's service delivery even further in 2020.

Sincerely. James H. Gailey **County Manager**



COUNTY COMMISSIONERS

The Commissioners are the chief elected officials of the County. They review and approve the County budget. This process allows the Commissioners to assess County operations for both efficiency and effectiveness.

The Commissioners also serve on numerous boards and committees, in service of furthering regional cooperation.

Commissioner Cloutier served as Chair of the Board in 2019. Commissioner Coward is serving as Chair in 2020.



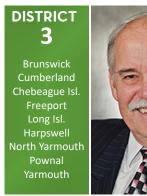




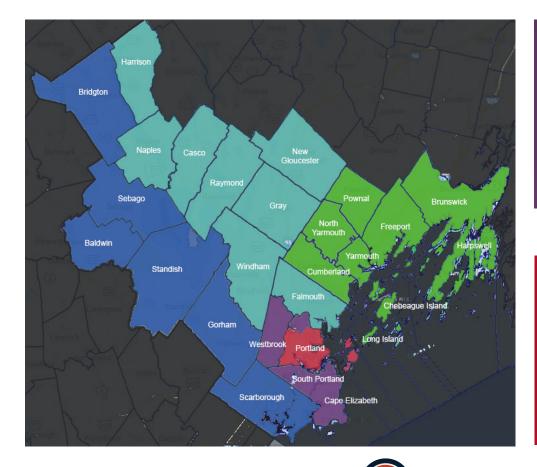
Neil D. Jamieson, Jr.



Susan Witonis



Stephen Gorden





Thomas S. Coward



James F. Cloutier

DEPARTMENT REPORTS



COMMUNITY DEVELOPMENT



The Community Development program entered into its thirteenth year in 2019. Since 2007, the program has brought nearly \$19.5 million to its 25 member participating communities, funding improvements to housing, public facilities, public infrastructure, planning projects, and the provision of social services to County residents. The Municipal Oversight Committee (MOC), an assembly of the program's 25 participating communities, continues to provide policy guidance and oversight for the Community Development program. Tom Gruber of the Town of Cumberland serves as the current Chair of the MOC.

Kristin Styles Program Director *Cumberland County awarded \$1,523,331 to CDBG activities in 2019. Bridgton and South Portland each received a set-aside of this allocation, with the remaining 23 member communities applying for funds through a competitive application process.*

Cumberland County CDBG, \$896,827

Gorham Upper Little Falls Sidewalk Improv. Phase II-\$85,058 Gorham Little Falls Rec Area Bathrooms- \$42,000 Long Island Mariners Warf Phase III- \$20,000 Long Island Learning Center Expansion - \$86,728 Harrison Food Bank Expansion - \$157,505 Naples Food Pantry Kitchen Renovation - \$25,000 Westbrook Cornelia Warren Park – Four Season Rink-\$ \$70.000 Alpha One Critical Ramp Program - \$60,000 Harpswell Aging in Place Home Repair Program- \$33,536 Westbrook Intercultural Community Center Parent Engagement- \$50,000 Opportunity Alliance – Homeless Prevention Program-\$46,000 Vet to Vet Volunteer Coordinator - \$13,500 Through These Doors Abuse in Later Life Program-\$24,000 Yarmouth Community Center Planning Study- \$15,000 Standish Multi-use Center Planning Study- \$20,000 North Yarmouth Village Center Street Study- \$2,000 County Planning and Administration - \$146,000 Cumberland County HOME Funds - \$446,046

West End Apartments II, South Portland- \$423,225

Cumberland County, ME

Bridgton – Set-aside CDBG, \$190,984

Community Resource Navigator - \$9,000 Elementary School Backpack Program - \$7,500 Community Supper Program - \$1,500 Bridgton Food Pantry - \$7,500 Skating Rink Improvements Phase II - \$61,891 Playground for Armory Center Improvements - \$23,764 Armory Community Center Improvements - \$22,393 Old Town Hall Recreation Bathrooms - \$23,240 Planning and Administration - \$34,196

South Portland – Set-aside CDBG, \$435,520

Thornton Heights Clearance and Demo- \$100,000 SPHA Sunset Place Sewer and Water- \$50,000 Knightville Broadband Expansion- \$50,000 Redbank Neighborhood Playstructure- \$15,000 Redbank Field Improvements- \$85,192 Summer Recreation Camp Scholarships- \$11,987 Emergency Heating Assistance- \$5,987 Senior Bus Program- \$3,484 Through These Doors Domestic Violence Victim Services-\$8,987 Opportunity Alliance Redbank Neighborhood HUB-\$22,396 Meals on Wheels- \$12,487 Planning and Administration- \$55,000



COMMUNITY DEVELOPMENT

Highlights of projects completed during the year using CDBG and HOME funds:

Long Island Tennis Courts

This project included repairs and resurfacing of the Long Island Tennis Court and the addition of a pickleball court. The residents of Long Island are very happy with the outcome of this project. A national pickleball professional will host a clinic for seniors and teens on the island in September.





Casco Memorial Park & Recreation Facility

This is a multi-phase project using a variety of grant sources. Phase 2 of this project used CDBG funds to complete the concession stand build-out which included septic and well trenching, electrical transformers, and regrading the surrounding area. CDBG funds were also used to purchase new bleachers and a scoreboard for the baseball field.

Harmon Field – Bridgton

Bridgton used CDBG funds to completely revive Harmon Field. The project included building a new restroom and storage facility, moving and building a new dugout, new siding, doors, windows and stairs on the concession stand/game announcer booth, and regrading the surrounding area. Bridgton also used a local funding source to add a playground adjacent to the baseball field.





Alpha One Critical Ramp Program

During 2019 Alpha One provided critical access ramps to 24 low and moderate income individuals who had no way of safely entering/exiting their homes. Many of these individuals were forced to rely on emergency services for assistance when they need to leave their homes. The access ramps meet ADA standard and are easily removed and placed at another location when the individual no longer needs the ramp.

Standish Van for Seniors

The Town of Standish Parks and Recreation Department used CDBG funds to purchase a van for their senior program. This program helps prevent isolation by providing rides for seniors to scheduled events, outings, and trips to the grocery store and shopping center.





CROSS INSURANCE ARENA



The Cross Insurance Arena is owned by Cumberland County and professionally managed by Spectra. The facility is a 6,200 seat arena that opened in 1977 and was renovated in 2012. The Arena hosts the ECHL's Maine Mariners - the minor league affiliate to the New York Rangers.

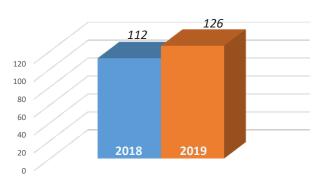
In addition to sporting events, the Cross Insurance Arena hosts world-class entertainers, family shows, the MPA Class AA State Championships and others. The Arena also plays host to several area high school and college graduations.

Melanie Henkes General Manager

In 2019, the Cross Insurance Arena underwent some major capital improvements- most notably, new LED Lights and a new ice deck. We replaced the 1000watt metal halide with a candle foot light level of average 120, transitioning to the standard of the NCAA playoff Division 1 light level of 165 candle foot. The improvement allows us to control the lighting for the entire building from one central location. The LED lights also enhance the guests' experience at Maine Mariner games and concerts. The new ice deck allows for quicker installation, lockable pieces and saves energy with its higher insulation factor.

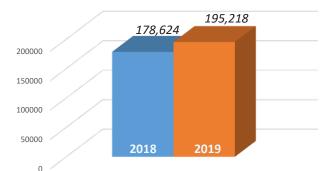
This past year, the state of Maine was hit with two tragic events as Captain Joel Barnes of Berwick Fire Department and Detective Benjamin Campbell of the Maine State Police lost their lives in the line of duty. Family, friends, the public and members from various armed forces joined together at the Cross Insurance Arena to recognize the lives of those they lost. We also hosted the world renown touring act, *Cirque du Soleil: Crystal*, an on-ice acrobatic event. This was the first time that Cirque du Soleil had been in the building in more than eight years. The seven-show event welcomed over 14,000 people to the building in the middle of August, when Mainers typically spend that time at outside gatherings.

On behalf of Spectra, we look forward to continuing a strong partnership with Cumberland County. It continues to be our goal to bring people to downtown Portland, increase event days, and always provide a safe and memorable experience for the guests.



Growth in Number of Events

Attendance Growth



DISTRICT ATTORNEY



The Office of the District Attorney is committed to providing prompt, effective and compassionate prosecution of all cases charged in a manner that protects the constitutional and legal rights of the accused, advocating for the interests of the victim, respecting law enforcement agencies, promoting public safety and being responsible stewards of public resources.

Jonathan Sahrbeck District Attorney

In 2019 we received and reviewed 9,818 cases from Law Enforcement Agencies:

ANIMAL WELFARE	4
BRUNSWICK POLICE DEPARTMENT	986
BRIDGTON POLICE DEPARTMENT	142
CAPE ELIZABETH POLICE DEPARTMENT	84
COURT SECURITY	2
CUMBERLAND COUNTY SHERIFF'S DEPT.	840
CUMBERLAND POLICE DEPARTMENT	162
DEPARTMENT OF MOTOR VEHICLE	1
DISTRICT ATTORNEY'S OFFICE	9
FALMOUTH POLICE DEPARTMENT	8
FEDERAL DRUG ENFORCEMENT	207
FREEPORT POLICE DEPARTMENT	201
FORESTRY SERVICE	17
GORHAM POLICE DEPARTMENT	430
INLAND FISHERIES AND WILDLIFE	86
LONG CREEK YOUTH DEVELOPEMENT CENTER	135
MAINE DEPARTMENT OF CORRECTIONS	14
MAINE DRUG ENFORCEMENT AGENCY	142
MARINE PATROL	29
MAINE STATE POLICE	469
OUTSIDE CUMBERLAND COUNTY	20
PORTLAND POLICE DEPARTMENT	2605
RAILROAD POLICE	3
SCARBOROUGH POLICE DEPARTMENT	630
STATE FIRE MARSHALL	1
SOUTH PORTLAND POLICE DEPARTMENT	1038
UNASSIGNED DEPARTMENT	33
UNIVERSITY OF SOUTHERN MAINE POLICE	27
WINDHAM POLICE DEPARTMENT	349
WESTBROOK POLICE DEPARTMENT	1019
YARMOUTH POLICE DEPARTMENT	125

We processed 61 Fugitive from Justice Defendants and have begun proceedings on 166 new adult probation revocations, and have handled 697 adult probation revocation initial appearance events.

The majority of our caseload \pm 86 % are processed through our adult criminal prosecution teams, while our Juvenile division processed approximately 6% of our cases and Domestic Violence processed approximately 8% of our cases.

Of the cases received, 72% have reached some resolution, including but not limited to cases where prosecution was declined, cases which were dismissed, cases which resulted in a plea as well as cases where deferred disposition agreements were reached.

We supervised approximately 650 new clients in our diversion program. Of these diversion participants 214 were ordered to do community services totaling 8,407 hours. We collected \$165,543 in supervision fees from the participants in the diversion program.

We collected approximately \$380,083 in restitution for victims of criminal cases.

EMERGENCY MANAGEMENT



Our mission is to provide Cumberland County residents, local municipal governments, businesses and industries, and non-profit organizations the education and support necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from all types of disasters through a comprehensive, risk-based, all-hazard emergency management program. Our vision is dedicated to building a safer future through effective partnerships of local government, emergency services, private sector, and volunteer agencies to save lives, protect property and reduce the effects of disasters through preparedness, prevention, planning, response, and recovery activities.

Joseph Chappell EMA Director

PREPAREDNESS

Grant Funding - CCEMA received an award of \$170,329.54 in FY19 Homeland Security Grant Program funds. A portion of these funds support Hazardous Materials response teams, the County's volunteer Emergency Management Response Teams, and Law Enforcement Terrorism Protection Activities. CCEMA uses a portion of these funds to support regional training and exercise opportunities for the whole community, continue upgrading our emergency operations center to support activations, and sustain communications capabilities in the Regional Command Vehicle. Through a competitive selection process, \$123,529.51 was awarded to eight municipalities and departments to enhance preparedness and response capabilities.

Planning - Provided reviews of Emergency Operations Plans for municipalities, school districts, institutions of higher education, healthcare facilities, and businesses upon request.

- Completed Base Emergency Operations Plan (EOP), and made huge strides towards completing the County's Continuity of Operations Plan.
- Worked with a FEMA Corps Team to enhance distribution planning. In just three weeks, visits were conducted in 22 municipalities to assess 60 sites that could be used to distribute supplies to community members in the event of a federally declared disaster.

Organizing - The Casco Bay Emergency Response Group (CBERG) has reconvened with support from maritime partners to update the regional plan, draft response protocols, and plan regional training and exercises.

• Held several meetings of the Southern Maine Praise and Preparedness (SMP2) initiative. The focus of this

coalition is to engage leaders of all faiths in discussions around emergency preparedness and partnerships to serve community members during disasters.

• The Southern Maine Public Private Partnership (SMP3) held several productive meetings to develop a strategy for private sector partners and emergency management to work together before, during and after disasters. In December, SMP3 held an Active Assailant Panel Discussion.

TRAINING AND EXERCISE

• Until Help Arrives: 75+ residents in Cumberland County were trained on how to stay safe, call 911, and provide care to victims of trauma or life-threatening bleeding injuries through a program called "Until Help Arrives."

- Readiness and Emergency Management for Schools: 45 school administrators, first responders, and emergency managers attended this course in order to share best practices and challenges in school emergency planning.
- 30 regional partners learned best practices and strategies to build community resilience against natural hazards.
- Sport Event Risk Management: 16 partners engaged pre-planning for large sporting and public events, in order to keep road races, concerts and festivals safe.
- Incident Command System: 23 course attendees refined their knowledge of emergency management duties at complex incidents, and overall incident management skills.
- Public Information Officer: 16 attendees tested their press briefing capabilities during a hands-on simulated emergency, in front of local media representatives.
- 39 community partners learned best practices on how to plan for active shooter events. This training was held in partnership with the Department of Homeland Security.
 Staff members and volunteers supported the District II
- Police Chiefs' Armed Assailant Exercise in Portland, and Scarborough's Armed Assailant Full-Scale Exercise.



EMERGENCY MANAGEMENT

• Staff members and volunteers supported the District II Police Chiefs' Armed Assailant Exercise in Portland, and Scarborough's Armed Assailant Full-Scale Exercise.

• Planned and conducted a large tabletop exercise for MSAD 6 in partnership with York County EMA. Because this unique district has nine facilities in two counties, eleven external agencies participated in this exercise to discuss their response and coordination during a school incident.

• Supported the Westbrook Middle School in conducting a full-scale exercise to evacuate the school, transport students, reunify students and parents, and conduct a mock press brief.

• Our Incident Management Assistance Team (IMAT) collaborated with York County's Team during the Granite Pine exercise. Additionally, the IMAT conducted call-down drills in conjunction with the Coast Guard's Area Maritime Security Training and Exercise Program.

• The Wireless Society of Southern Maine, an amateur radio group, conducted their "Winter Field Day" in January to evaluate emergency communication capabilities over a 24-hour period from the communications trailer.

• CCEMA participated in community exercises led by Delhaize (Hannaford) Distribution Center, the Portland Jetport, Portland Water District, 211 Maine, and Spring Harbor Hospital, among many others.

OUTREACH

Held ten Monthly Emergency Management Meetings. Thanks to guest speakers from the Maine Turnpike Authority, the Nature Conservancy, Maine CDC, Maine Rural Water Association, and the Red Cross among others, attendance and interest in these meetings continues to grow.
CCEMA staff attended more than 20 public outreach events across the County to educate citizens about emergency preparedness, provide planning and informational resources, and encourage volunteerism in all of the County's teams. Events included public safety open houses, senior wellness events, scouting events, and employee fairs.

Local Emergency Planning Committee (LEPC)

• The LEPC approved the use of funds to support five municipal fire departments, Presumpscot Valley HazMat Team and Brunswick Mid Coast HazMat Team of required annual hazardous materials training in FY 2018 for \$20,325 and \$5,145 to date for FY19.

• Received 450 Tier II Chemical Inventory Reports. These are imported to Tier II Submit and Cameo and incorporated into the County's Hazmat Plan.

Response:

Our partners in the fire service, law enforcement, and emergency medical services handle the majority of emergencies every day. Although CCEMA maintains 24/7 situational awareness through the support of the Public Safety Answering Points and our municipal emergency management directors, we activated the Emergency Operations Center six times in 2019:

• Heat Events: In July and August, Cumberland County experienced extremely high temperatures and heat indices. Several Cooling Centers opened, and CCEMA supported information sharing and public information.

• Sheltering: The Portland Expo Shelter coordination began on June 11 and continued through August 15. CCEMA provided technical assistance on volunteer management, EOC support, information sharing and situational awareness, and coordinating several resource requests. In addition, our Virtual Operations Support Team (VOST) conducted a mission to crowdsource information on social media to enhance situational awareness.

• Power Outages: Within a two-week span, Cumberland County experienced two storms resulting in regional power outages. CCEMA provided coordination from municipalities to CMP for make safe issues, road clearance, and restoration priorities, as well as coordination for warning centers and public information.

Emergency Management Response Teams activated:

16 members of the Cumberland County Animal Response Team (CCART) contributed more than 546 volunteers hours to the Dixfield Animal Shelter operation.
VOST activated during Hurricane Dorian to crowdsource information from social media on mitigation actions and damage to historic and cultural institutions in NC, SC and FL. This information was shared with FEMA's National Response Coordination Center.

Recovery:

• CCEMA developed a Base Recovery Plan. The Emergency Management Institute is using this plan as a template in their new course on disaster recovery.

• Applied for assistance from FEMA's National Exercise Program, which awards technical support and staffing to conduct an exercise series.

• During the Cumberland County Resilient Seminar, 38 professionals came together for an overview of recovery planning and Recovery Support Functions, and to discussing disaster recovery and associated strengths and challenges that our community would experience.



Cumberland County, ME

PUBLIC AFFAIRS AND REGIONAL PROJECTS



The Public Affairs Office manages the external functions of Cumberland County, including lobbying for the County's position in state and federal policymaking; working with towns and area partners to address regional issues; grant management; and carrying out strategic initiatives, major projects and research for the Commissioners and Executive team.

Travis Kennedy Director of Public Affairs

LEGISLATIVE UPDATE

With a new Governor and Legislature in place for 2019, Cumberland County went to Augusta this year with a broader agenda and an interest in working on solutions to regional challenges beyond just the annual debate around jail funding. All told, we had a pretty good year.

The best news out of Augusta for county governments in 2019 was that Governor Mills opened the debate on funding for jails at the same level the facilities were eventually funded by the state in 2018 - a hard-fought appropriation that Cumberland County supports. We'll continue to work with the state on the state-county jail funding arrangement to figure out if there's a more equitable long term arrangement that can be reached.

We worked with York County to get a dialogue open between our two counties and the state DHHS on whether some health-related services might be more appropriately delivered at the county level instead of the state level. We supported successful efforts to increase state reimbursement for Substance Use Disorder treatment, which improves health outcomes and will hopefully reduce pressure on county jails. We worked with our towns on funding methods to research (and eventually eradicate) the browntail moth infestation, by supporting University of Maine research efforts to destroy the webs in the winter.

Faye Luppi's coalition got a hard-earned victory on an effort to strengthen the classification of some instances of domestic assault and improve the definition of "strangulation" in aggravated assault laws, both efforts that will help the state understand, track and punish the perpetrators of these heinous crimes. We supported improved workforce resources, efforts to increase reporting on the state's broadband improvement plan, and testified in support of bonds for regional broadband and municipal renewable energy projects.

Oftentimes, the most important work we do in Augusta is reflected in the stuff that DIDN'T make it into law. We worked alongside the Maine County Commissioners Association and the Maine Municipal Association to defeat or amend well-meaning but problematic legislation across a wide range of issues. In some cases, these items had significant momentum behind them; but we made it through the year largely unscathed.

SPECIAL PROJECTS

Cumberland County continued to explore new regional projects based on community interest. Following up on our work to expand access to broadband in the region, we worked with a contractor to perform modeling for downtown wifi hotspots in several communities that have areas where people congregate.

We researched housing insecurity support systems, to determine whether there might be gaps that a regional program could help to close as part of a broader public health effort.

And we continue to participate as members of the Thrive 2027 Board and Policy Committee, working with regional business and municipal leaders to identify the tools that our county needs in order to improve education, housing security and public health.



Cumberland County, ME

REGIONAL ASSESSING



Ben Thompson Assessing Director

Cumberland County has created a Regional Assessing Program designed to ensure quality, professional assessing services to interested municipalities within the County at a reduced cost. Ben Thompson is Director of the Cumberland County Regional Assessing Program, and has taken the Oath of Office as the official Assessor for the towns of Casco, Falmouth, Gorham, and Yarmouth. He is the appointed assessing agent for the town of Baldwin.

After finalizing commitments for 2018, Renee Lachapelle announced her intentions to retire the first week of July 2019. Renee has worked diligently for the last few years to constantly shape and improve the focus and direction of our regional assessing office. With the strong backing of our client towns, Renee led her team successfully through many uphill battles to help build and preserve our organization.

Upon completion of the application and interview process, I accepted the position of Acting Director of Regional Assessing on April 8, 2019. We also added three new team members in Mary Nason, Rob Sutherland and Barbara Brewer. I am excited to lead my team as we continue to build the initial professional regionalized assessing organization in the State of Maine.

Our office currently is responsible for a total of 21,203 real estate parcels and 1,792 personal property accounts with a total gross valuation of \$7,400,853,829 within the five towns that we currently service. We have recently contracted with North Yarmouth as our sixth town, which will add approximately 1,900 real estate parcels and 120 personal property accounts to our roster. The annual accounts and valuations for the towns that we service are as follows:

Town	Real Estate Accounts	Gross Value	Personal Property Accounts	Gross Value
Baldwin	1,146	\$162,346,508	52	\$6,097,100
Casco	3,371	\$643,971,050	165	\$10,478,930
Falmouth	5,539	\$2,648,166,300	551	\$52,183,200
Gorham	7,393	\$1,929,589,941	535	\$99,476,500
Yarmouth	3,754	\$1,794,525,700	489	\$54,018,600
No. Yarmouth	1,801	\$550,257,700	120	\$5,119,500

Our office is committed to building a reputable program that offers an alternative option to towns looking to reduce their operating budgets for assessing services.



REGIONAL COMMUNICATIONS



The Cumberland County Regional Communications Center (CCRCC) is a public safety emergency communications center. We provide both emergency and nonemergency dispatching service for many public safety agencies within Cumberland County and serve as the Public Safety Answering Point (PSAP) for 19 of the 28 communities within the County.

Bill Holmes CCRCC Director

DEPARTMENT UPDATES

As always, the CCRCC was busy last year. Collectively, we processed 33,215 emergency 9-1-1 calls, 70% of which were cellular calls, and 98,194 calls for service.

In 2019 we were pleased to welcome aboard the Town of Pownal Fire Department as the newest member of the CCRCC family. Their transition to the CCRCC went very well and we enjoy working with their staff members.

We began working with the County EMA staff, U.S. Coast Guard and many local Public Safety agencies within the County on an important project known as the Casco Bay Emergency Response Group (CBERG). The project is an effort to coordinate and organize emergency responses to events on the Casco Bay section of the Atlantic Ocean.

The CCRCC and CCEMA continued to work closely with officials from SAPPI to plan emergency responses / citizen notifications in the event of a Presumscot River DAM breach. In July 2019, CCRCC and EMA staff toured the Eel Weir Dam in Standish / Windham.

We decided to transition to the new DMR technology system. RCM will begin to install the new Microwave portion of the system in 2020 and will install the radio portion of the system in 2022. Throughout this project, we will remain in analogue mode.

FIRE DEPARTMENT WORKING GROUP

- Creation of a reference document containing Lifeflight Landing Zones that is accessible by all CCRCC staff.
- EFD Version 7 update which included 6 new protocols, changes to Existing Protocols, added Echo-level determinant codes, and updated EFD Definitions.
- Changes to All Hands, Second Alarm, and Mayday procedures.
- Rollout of the RapidSOS system for greater ability to locate 9-1-1 callers.
- Discussion of possibly moving to frequency sharing in the future by the CCRCC (still in progress).
- Strike Team list updates were provided by all agencies and shared with Portland RCC.
- Reduction of evening tone tests by department request.
- Creation of a Mutual Aid Matrix document to assist with determining apparatus to send to agencies not dispatched.
- Development of process for upgrading an Emergency Fire Dispatch (EFD) determinant code when new information is received prior to dispatching.
- In progress: Updating countywide Strike Team and Task Force documentation.

• In progress: Updating response plans for Lift Assist calls with no injury/medical emergency.

Service Areas

Baldwin | Bridgton | Casco | Chebeague Island | Cumberland | Frye Island | Gorham | Gray | Harpswell | Harrison Long Island | Naples | New Gloucester | North Yarmouth | Pownal | Raymond | Sebago | Standish | Windham



REGIONAL COMMUNICATIONS

LAW ENFORCEMENT WORKING GROUP

2010 000 STATISTICS

The Law Enforcement Working Group met in person twice in 2019 but continue to work in small groups on specific items countywide. Over the past several years, the largest benefit that we see coming out of this group is not just the work that is done with making recommendations for policy, procedure, or best practices in general, but more from the relationships and comradery that has been built.

We see more and more inter-agency trainings, hiring processes, and agency collaboration in general and attribute a great deal of this to this group. The Law working group members are making contributions to the greater good on a daily basis from resolving concerns that are a simple misunderstanding to highlighting the good things other Department members may be doing and most importantly checking in with each other when a major incident occurs.

2019 ACO STATISTICS	
TOWN OF INCIDENT	TOTAL INCIDENTS
Baldwin	47
Bridgton	309
Casco	284
Chebeague Island	7
Cumberland	161
Frye Island	1
Gorham	209
Gray	252
Harpswell	155
Harrison	126
Long Island	2
Naples	193
New Gloucester	604
North Yarmouth	10
Pownal	11
Raymond	173
Sebago	68
Standish	280
Windham	369

TRAINING

Training continues to be a priority for the CCRCC. The staff engaged in just under 4000 hours of training in 2019. This does not include the 18 weeks of training that each of the six new hires received this past year. A great deal of training applies to the certifications for Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD) Metro, CPR. Then there is the County Mandatory training such as Harassment, Blood Borne Pathogen and Video Display Terminal (VDT).

2019 AGENCY STATISTICS

TOWN OF INCIDENT	TOTAL INCIDENTS
Baldwin Fire	112
Bridgton Police	5,494
Bridgton Fire	374
Casco Fire	810
Chebeague Island Fire	79
Cumberland Police	9,512
Cumberland Fire	961
Sheriff's Office	30,536
Cundy's Harbor Fire	255
Frye Island Fire	40
Gorham Police	13,790
Gorham Fire	2,771
Gray Fire	1,209
Harpswell Neck Fire	331
Harrison Fire	325
Long Island Fire	58
Naples Fire	812
New Gloucester Fire	562
North Yarmouth Fire	352
Orr's Island Fire	321
Pownal Fire	120
Raymond Fire	774
Sebago Fire	290
Standish Fire	1,798
Windham Police	16,824
Windham Fire	3,180



REGISTRY OF DEEDS



The Registry of Deeds is a constitutional office governed by the Register of Deeds as prescribed by State Statute. The office is the official recording and filing office for all legal documents affecting real estate. The office of the Registry of Deeds serves the public - we are the custodians of all land records dating back to 1753, and our plan records date as far back as 1828.

Nancy Lane Register of Deeds

The Registry processed 74,270 documents and 536 plans this year. Revenues generated by the Registry of Deeds for 2019 totaled \$15,744,086. From this amount the registry transferred \$12,104,849 to the State, which represents 90% of the transfer tax, CITT, and FPTT tax collected. The County's 10% share of transfer tax, CITT, and FPTT tax was \$1,344,983.

In accordance with Chapter 503, Sec. 1. 33 MRSA §752, the State gave the Registries of Maine authority to collect a \$3.00 surcharge for each document recorded. Our surcharge collections totaled \$175,545.

During 2019 we completed the project for all new microfilm from Book 1 to Book 6232, all the old film was destroyed and replaced with new film. New film was also created for all index records thru 2017. All of the new film has been delivered to the Archives in Augusta for safe keeping. We have started another project, the transcription of handwritten documents to typed text for the first 100 Books. Once completed this information will be available on-line in both the original handwritten method and the text method. The cost of the projects were covered by our surcharge funds for the preservation of the records. We are still working in-house on the mail back project, and a document type project these are being completed by our staff during the day when opportunity presents itself. We are working with facilities to address dampness in the basement at 142 Federal St where are older compact books are housed. During 2020 we anticipate additional projects to address damages to the older plans housed in the attic at 142 Federal Street, this will take several years, however it is important work. We have this year worked with Dr. George S. Carhart, Engineering Archivist for the City of Portland assisting with some of our older maps that we cannot scan with our current plotter.

Three of our staff members have completed the Leadership Academy, we are taking 2020 off and we revisit the idea in 2021.

We are a small department but we have staff on several of the County Committees, EAC, Wellness, and Safety.

I am proud of our knowledgeable, courteous and friendly staff and commend them for their hard work and dedication to the citizens of Cumberland County.

Access standards, instructions and public deed records by visiting cumberlandcounty.org/deeds



REGISTRY OF PROBATE AND PROBATE COURT





Judge Paul Aranson Probate Judge

Nadeen Daniels Register of Probate

The Office of the Register of Probate finished another year of continued growth in the areas of formal and informal estates, guardianships, conservatorships, name changes and adoptions. The office received 2,358 new filings in 2019 as follows:

Informal Estates	1,483
Formal Estates	107
Minor and adult name changes	333
Guardianships and conservatorships	524
Trust matters	27
Adoptions	64

The Office of the Register of Probate also serves as a US Passport Acceptance Facility. In 2019, the office accepted 107 passports.

Additionally, the office implemented several new forms and procedures which were created as a result of the implementation of a new Probate Code, Title 18-C, which became effective September 1, 2019. The new Probate Code instituted changes in each area of probate law, with the most substantial change in adult guardianships and conservatorships. The changes are reflected in the new forms and procedures for the petitioning party; an enhanced role for the court appointed visitor; additional reporting

The Probate Court assists in the legal and social welfare needs of a great many of the families in Cumberland County, and processes approximately 25% of the total probate filings within the State of Maine. The Probate Court determines the legitimacy of Last Wills and Testaments, the the distribution of formal and informal estates, and processes name changes, minor and adult adoptions, guardianships and conservatorships.

requirements by Guardians/Conservatorships; and additional determinations and monitoring by the Court.

The Register of Probate is responsible for the care and custody of all files, papers and probate dockets belonging to the Probate Office. The Register of Probate also is responsible under the law for all Informal estate applications. Trust matters, contested estate matters, and those determined to be formal estates require a hearing before the Judge of Probate. In addition, the Judge of Probate adjudicates petitions involving guardianships, conservatorships, name changes, and adoptions.

Article VI, Subsection 6, of the Maine State Constitution establishes the office of two elected probate officials: the Judge of Probate and Register of Probate. The Honorable Paul Aranson assumed office as Judge of Probate in January of 2019. Nadeen Daniels was elected to office as Register of Probate in 2017. Kelly Bunch serves as the Deputy Register and manages formal estate matters. Jessica Joseph serves as the Legal Secretary responsible for coordinating the Judge's schedule and court calendar, and processes the adoption and name change petitions. Adult Guardian and Conservatorships are managed by Michele Chason, and a part-time assistant, Cordana Dingley. Danielle Fraser manages minor guardianships, estate claims and foreign domiciliaries. Rebekah Thompson prepares the voluminous informal estate filings for review and approval by the Register of Probate. All of the Probate Clerks work in conjunction to respond to the numerous customer requests received daily from our telephone and walk-in customers. Each clerk methodically manages their caseload to ensure accuracy and timely completion prior to submission to the Register or Judge for action.

Cumberland County Probate Court filings, as well as the filings made in all of Maine's 16 counties, can be viewed at Maineprobate.net.



SHERIFF'S OFFICE



Kevin Joyce Sheriff

The Cumberland County Sheriff's Office provides law enforcement services for all towns of Cumberland County on a regular basis that do not have their own municipal law enforcement agency.

The office works hand in hand with the municipal law enforcement, the State Police and the Warden's Service on a regular basis as well as with specialty unit services such as drug enforcement and emergency services. The Sheriff's office is 260 members strong. We have a state-of-the-art incarceration facility and the latest technology in law enforcement support equipment. We are committed to being members of our community and not just a force. Together we make a stronger Cumberland County.

This annual report of the Cumberland County Sheriff's Office is just a glimpse of the hard work performed each and every day by all of our employees. We take pride in the accomplishments and professional services provided by the men and women of the Cumberland County Sheriff's Office.

With an unemployment rate in Maine of less than 4%, we have had to overcome some challenges of hiring patrol deputies and corrections officers. We have made some unprecedented changes in our recruiting and hiring processes, to meet the challenges. Staff members have been attending virtually every job fair in the area as well as working with our Human Resources Department to streamline our hiring process. We have also worked with the Maine Criminal Justice Academy to provide the mandated Alert Test more frequently than the one time per month offering in order to provide additional options for individual interested in a career in law enforcement and corrections.

In 2019, the Cumberland County Sheriff's Office went through its first national law enforcement reaccreditation audit and its fourth national corrections reaccreditation audit. In both audits, auditors from outside the state representing the Commission on Accreditation for Law Enforcement Agencies (CALEA) and American Corrections Association (ACA) came to the Sheriff's Office and reviewed our operations to make sure that we were following national standards in all aspects of our law enforcement and correctional duties.

Cumberland County, ME

For the second year, the Cumberland County Sheriff's Office participated in many legislative hearings, many town hall panel events and numerous meetings regarding the Opioid Epidemic. In September, the Cumberland County Jail began providing NARCAN to any inmate upon release, so that we can make sure that there is as much NARCAN in the community as possible. The NARCAN that is being given away comes from a grant received by the State of Maine and the NARCAN is provided to the Cumberland County Jail by the City of Portland Health Department. Additionally, in September, we started the first of two phases of Medication Assisted Treatment (MAT) program at the jail. The current phase provides those inmates coming into the jail who are on a verified MAT program prior to arrest will continue on the MAT program while at the jail. Thus allowing the inmate to continue the MAT program uninterrupted while at the jail.

As Sheriff, I am proud of the hard work, professionalism and reputation for excellence that the employees of the Cumberland County Sheriff's Office have earned.



SHERIFF'S OFFICE

TOTAL CALLS FOR SERVICE

Cumberland County Law Enforcement received 30,943 calls for service in 2019, a 4.7% decrease from 2018.

TRAFFIC STOPS

The Sheriff's Office conducted 5,699 traffic stops in 2019.

CRIMINAL INVESTIGATIONS

The Criminal Investigations Division handled 1205 cases; this is 164 less cases than 2018, or approximately 12%.

CANINE TEAM

The three Canine teams received 99 calls for service in 2019. The calls included tracking, drug searches in the jail and schools and agency assists. The teams participated in 6 community events showing off their skills. Cumberland County Sheriff's Office had 2 active K-9 Officers in 2019.

TRAINING

To further enhance our ability to provide the latest best practices in law enforcement the Sheriff's Office hosts trainings that are open to all law enforcement in our community. This offers a cost effective way to bring critical training to our area and promotes the interaction and idea sharing between agencies that is serves improve relations and cooperation in services provided to the community. Trainings include: Latent Print Recognition & Collection; Crisis Intervention Training; FBI LEEDA Supervisor Leadership Institute; FBI LEEDA Command Leadership institute; FBI LEEDA Executive Leadership Institute; Bio-Hazard at Crime Scene; Pepper ball Instructor Course

JAIL POPULATION

- Approximately 6,832 arrestees processed in 2019.
- Average Daily population is roughly **403 inmates per day**.
- Male to female inmate ratio: 3:1

CIVIL PROCESS

Serves a variety of civil papers to include: civil lawsuits, divorce papers, and various landlord/tenant court documents. They received 8,094 documents for service in 2019. The department achieved a 72% service success rate.

COMMUNITY CORRECTIONS

The Program provided **14,031 hours** of labor to Cumberland County non-profits in 2019, **saving them \$196,434**.

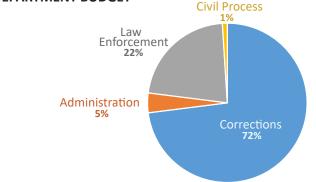
CAMPUS CREW & REFINEMENT

The crew provided **15,546 hours** of maintenance support for the Sheriff's Office, **saving \$217,644** in labor costs.

SUPPORT SERVICES

The Cumberland County Sheriff's Office organized and/ or attended 80 community events in 2019 all designed to support the needs of our community. Events range from senior awareness programs to youth initiatives to consumer fraud awareness. The Cumberland County Sheriff's Office is made up of community members. We live and work here and understand the importance of helping create a safe and healthy community.

DEPARTMENT BUDGET



Source Amount	Revenue
Grant Income	\$219,922.31
Civil Division	\$239,740.33
False Alarm- Law Enf.	\$6,150.00
Inmate Revenue:	
Commissary Revenue	\$249,237.48
Inmate Phone Service Revenue	\$278,493.00
Inmate Room/Board Revenue	\$4,275,335.00

To download the full annual report from the Sheriff -including more jail and law enforcement statistics, and information about training exercises, community programs and the jail, visit **cumberlandso.org**



VIOLENCE INTERVENTION PARTNERSHIP



Faye Luppi Program Director

VIP project goals are to coordinate a community response to domestic violence and sexual assault, hold offenders accountable and enhance victim safety. The VIP Project Director, Faye Luppi, represents Cumberland County on the New Mainers DV and Sexual Assault Initiative, the Child Advocacy Center, the U.S. Attorney's Project Safe Neighborhoods, and the Maine Commission on Domestic and Sexual Abuse. She also provides consultation to other jurisdictions in Maine and nationally on risk assessment in domestic violence cases.

In 2018, VIP received a three-year Office on Violence Against Women grant for \$447,624. This brings the total received from OVW for this project to \$4,339,364 since 1997.

VIP INITIATIVES

1) Strengthen our coordinated legal system response to DV through specialized DV prosecutors, Probation Officer, and Pretrial Case Manager; judicial monitoring, risk assessment tools, training, and the High Risk Re-

sponse Team. The Pretrial Services DV case manager has supervised 292 offenders in the community in the last year (292 times an average of 90 bed days out per client equals a significant savings for the jail). We also work closely with the DV Unit of the DA's Office, and conduct a monthly review of cases deemed high risk (46 total in 2019). VIP has also been helping these high risk victims transition to safer situations, funding security deposits, utility payments, etc.

2) Provide outreach, advocacy and re-entry planning for incarcerated victims of domestic violence in partnership with community agencies. In the last year, the Incarcerated Victim's Advocacy Program at the Cumberland County Jail (CCJ) and the Maine Correctional Center served 382 victims of abuse (including trafficking victims) with education support groups, case management services, and re-entry services for the women at CCJ.

3) Partner with leaders in the refugee and immigrant communities to conduct outreach, including support for language line services and translation of outreach materials. We are active partners with the Immigrant Resource Center of Maine, whose staff provide services to refugee and immigrant victims of domestic violence and sexual assault. The DV grant provided 54 hours of interpretation for 55 victims in ten languages.

4) Enhance collaboration with Sexual Assault Response Services of Southern Maine (SARSSM), and provide sexual assault advocacy services to the Latinx Community and systems coordination and advocacy for trafficking

Cumberland County, ME

victims. Direct service has been provided to 46 survivors, including temporary housing for trafficking victims; the advocate also coordinates stakeholders working with the Latinx community and the Anti-Trafficking Coalition. 5) Provide advocacy and support services to victims of abuse in later life (AiLL). The AiLL advocate has provided advocacy, housing assistance, hospital accompaniment, and support services to 197 elder victims in the last year. 804 law enforcement officers, physicians, prosecutors, social workers, advocates, attorneys and others were trained in the last year about domestic violence and sexual assault through VIP. Our most recent trainings include 5 sessions of "Investigation of Strangulation Cases" by our multi-disciplinary training team, and "ODARA: DV Risk Assessment." We also hosted a national training for community supervision officers from around the state on "Community Corrections Strategies for Supervising Those Victimized by Domestic Violence." Our leadership in implementing risk assessment in DV cases has been recognized nationally as a "promising practice," and "the future for first responders." A local police chief recognized a recent DV risk assessment training provided by the Project Director: "We really appreciate you taking the time to meet with us and train our staff- I know they got a lot out of your presentation and I'm confident that as a group, we are better prepared to administer ODARA because of your efforts." VIP has developed best practice protocols for our Electronic Monitoring and Victim Notification Pilot Project, and implemented the project under the leadership of the grant-funded Maine Pretrial DV Case Manager.



FACILITIES DEPARTMENT



Bruce Tarbox Facilities Director

The Facilities staff of 27 manages and maintains a dozen buildings which total over 410,000 square feet, and a fleet of 132 vehicles that travel over 1.4 million miles. When you factor in our public parking garage, storage buildings, acres of parking lots and landscaping we are certainly busy.

In addition to our daily responsibilities, in 2019 we also supervised many capital and conservation projects that were completed as part of our long-range goal of maintaining Cumberland County buildings and properties for now and the future. Utilizing a web-based work order control and dispatch system we are able to focus on preventative maintenance while also responding efficiently and effectively to emerging needs at each facility. Below is a breakout of the number of work orders submitted and processed during 2019 and a list of some of the larger projects.

EMA/RCC- Over 600 work orders processed

• Providing continuous 24-hour service and reliability

FLEET - Over 700 work orders processed

- Obtained and up-fitted 16 new vehicles and up-fitted/ converted an additional 8 vehicles for other departments
- Maintained 132 vehicles that traveled 1,486,552 miles in 2019
- Prepared 14 vehicles for auction

JAIL - Over 2,000 work orders processed

- Continuing to upgrade all pod lights to LED to increase energy efficiency
- Continuation of replacement of camera system and integrated CCC into the Jail camera system
- Planning out installation of new hot water storage tank
- On-going painting projects throughout the Jail
- Replacement of the Door Control System

GARAGE

- Added security cameras
- Over 40 work orders were processed
- Painted stairwell
- Added additional features to ticket machine to include overnight parking for snow bans and event parking

DEEDS

- Over 30 work orders were processed
- Additional cameras were added to enhance security

$\mathbf{CCCH} -$

- Window replacement project is almost complete- will be finished in the Spring of 2020
- Added a conference room for HR in the Rotunda
- Installed all new ergo friendly furniture in the HR dept.
- Replaced damaged light pole on Federal Street
- Continuing to replace interior building lighting with LED lamps via an Efficiency Maine rebate incentives
- ADA upgrades to existing doors
- Prepare for new phone system

An incredible amount of planning and teamwork was involved in each of these projects. We appreciate the level of support given to our department. By aligning facility operations with the organizational strategies and goals we will continue to be thoughtful and proactive in our stewardship.



INFORMATION TECHNOLOGY



The Information Technology Department consists of five staff members who service roughly 400 County employees providing them technical assistance and support. IT operates and maintains 60 physical & virtual servers, 450 personal computers, 92 printers, and over 100 pieces of networking equipment utilized by all County departments. IT also supports County regional consolidation programs' external clients by providing cloud based storage, hosting services, and connectivity.

Aaron Gilpatric IT Director

In 2019 the IT department worked with members of the Emergency Management Agency to replace and upgrade equipment in their Emergency Operations Center that was over ten years old. New digital projects, large format displays, and teleconferencing equipment was installed to allow for better collaboration during meetings, ability to host regional training sessions, and to provide better capability to host or join web based teleconferences.

The IT Director also worked with representatives from the Sheriff's Office, as well as local police departments, to apply for grant funding to purchase and implement a Mobile Arrest form for Law Enforcement. This additional piece of software allows the officer to quickly complete their electronic records, while also preforming quality control checks on the information provided to ensure accuracy.

The IT Director assisted with the installation and organized regional training for the software among members of the Regional Communications Center. Now implemented, the software allows each agency to participate in National Incident Based Reporting, a federal & state requirement. The Network Administrator worked with a local company to upgrade and replace components in our Citrix environment. Older hardware and software was upgraded and replaced with the newest, most secure versions, allowing the County to provide remote hosting services for applications to our municipal partners.

IT staff also worked steadily throughout the year replacing computers that had reached the end of their five year life span. Computers & laptops were replaced for the Regional Assessing department, Sheriff's Office Patrol & CID divisions, Fleet maintenance & Jail Medical.



HUMAN RESOURCES



Don Brewer Human Resources Director

The Human Resources (HR) Department plays an important organizational leadership role within County Government in areas of personnel management and workforce development, and is responsible for a wide range of services in support of the County's 394 dedicated, talented employees.

With a staff of 4.5 employees, the HR Department strives to implement best practices and efficiencies in managing and administering a variety of programs and services, including compensation and classification, employee benefits, recruitment and hiring, training & development, leaves of absence, workers' compensation, personnel policies, labor relations, collective bargaining, state and federal compliance, wellness and employee recognition.

Cumberland County hired 58 new employees in 2019; 65 employees separated from employment.

HIGHLIGHTS

- Staff in the District Attorney's Office participated in a successful team building and challenging conversations training.
- Human Resources Generalist, Carrie Hall, joined the HR staff in March. Carrie, a SHRM certified HR Professional, was previously employed at Owens Corning in Brunswick.
- Finance/HR Clerk, Alyssa Theriault, joined the Finance/HR staff in late May and is working in a shared position. Alyssa, who spent time as an intern in the County HR Department in 2018, is a 2019 graduate of St. Joseph's College, majoring in HR Management.
- Successor collective bargaining agreements were ratified with the following Cumberland County bargaining units: National Correctional Employees Union, Local 110, Cooks Unit, 7/1/19-6/30/21; Cumberland County Communications Association, 1/1/19-12/31/20; Teamsters, Local 340, Corrections Supervisors Unit, 7/1/19-6/30/21; Teamsters, Local 340, Law Enforcement Unit, 1/1/20-12/31/22
- County Manager Jim Gailey, in keeping with a strategic initiative to promote increased regional services and cost savings, offered up the HR Department staff as a resource to municipalities- especially those without designated HR staff. The program kicked off in November and is off to a good start with five towns taking advantage of the County HR resource.
- 2019 was another very challenging year for attracting and hiring employees to fill vacant County positions; Corrections Officer positions at the County Jail in particular, with over thirty vacancies. The County is not immune to the continuing tight labor market and extremely low unemployment rate in the greater Portland region, as low as 1.7% in August. To compete for qualified job candidates in this tight labor market the County HR staff, administration and department heads have had to think and act proactively, strategically and aggressively in recruitment efforts by streamlining the hiring process, participating in job fairs, casting a wide net with job postings, offering employee referral bonuses, and putting our collective best foot forward in polishing our brand and reputation as being an employer of choice.

EMPLOYEES BY DEPARTMENT

- **158** Sheriff's Office Jail
- **58** Sheriff's Office Law Enforcement
- 41 Communications
- **31** District Attorney's Office
- 27 Facilities

- **13** Executive/Administration
- **13** Sheriff's Office Administration
- 8 Emergency Management
- **10** Probate
- **7** Sheriff's Office Civil

- 7 Deeds
- **7** Assessing
- 5 IT
- 4.5 Human Resources
- 4.5 Finance

FINANCE DEPARTMENT



Alex Kimball Deputy Manager, Finance & Admin

The Finance Department maintains all accounting functions for the County, including Payroll, Accounts Receivables and Payables, Cash Management, and assistance with the preparation of the annual budget. The County of Cumberland has received the Certificate of Achievement for Excellence in Financial Reporting (CAFR) every year since 1999, and the Finance Department is responsible for this process.

The department consists of five employees, and is responsible for:

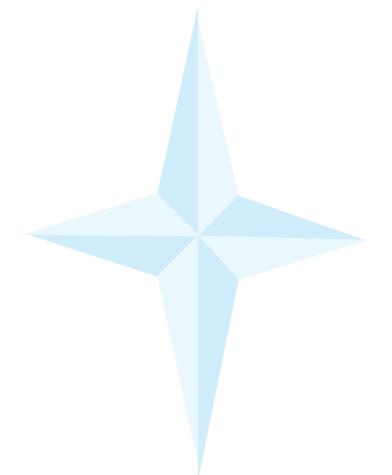
- Weekly payroll for 400+ full-time employees
- Processing and payment of 250-300 Accounts Payable invoices each week
- Banking and Cash Management oversight for over \$50 million in expenses and revenues each year
- Provides guidance and oversight of all borrowing, including bond issuances and Tax Anticipation Notes
- Management of all Accounts Receivable
- Assistance with annual budget process
- Provides direct and indirect assistance with all financial reporting, including grant management, budget tracking, contract pricing, and RFP management

REGIONAL PARTNERSHIPS - CASCO BAY CAN

Casco Bay CAN is a regional multi-sector coalition serving eight towns in Cumberland County. CAN focuses its efforts on addressing youth substance use from K-12 to promote positive substance-free development for all youth.

The 12 sectors (schools, law enforcement, businesses, health professionals, parents, youth, faith leaders, etc.) collaborating were successful in their efforts to reduce 30 day-use rates in alcohol, prescription drugs and marijuana. The school sector implemented "Life of a Student Athlete" educating youth in sports on staying healthy; law enforcement held 2 Drug Take Back Events and joined local businesses and youth for "Project Sticker Shock" to increase awareness of consequences in providing youth alcohol; local businesses attended Responsible Beverage Sever trainings; 7th annual Faith Community Forum increased awareness to parishioners; hosted 7th annual Youth Panel discussion representing 5 school districts to provide insight on youth substance use and prevention to all 12 sectors; provided Student Intervention and Reintegration Program (SIRP), a 12-hour youth risk-reduction program for those who have experimented with alcohol or other drugs, to 34 students; assisted in implementing an Opioid Project Awareness in Falmouth; trained 383 senior citizens on Rx safety and youth substance use prevention; coordinated with the Telling Room to publish a book, "Moment the Bell Rings: Advice to Incoming Freshman from Casco Bay Region Upperclassmen" penned by student authors and distributed 1,101 copies to all freshman students in service area; Social media presence and printed educational resources developed were highly regarded; CAN has 49 active Coalition members and is recognized as a leader in youth substance use prevention throughout the state.







2020 BUDGET



BUDGET OVERVIEW AND HIGHLIGHTS



James H. Gailey County Manager

Alex Kimball Deputy Manager, Finance & Admin

On behalf of the Cumberland County Commissioners, I would like to present the County's 2020 General Fund and Jail budgets.

This September, I brought forward a request of 4.69% needs from taxes. This was a result of significant scrutiny of the budget and cutting some funding that would have allowed the County to pursue some worthwhile projects/services. In the end, the budget went from 5.90% down to 4.69%, a reduction of \$388,232. Through the Finance Committee and Commissioner process from September to December, the budget was further reduced down to a 4.67% Needs from Taxes. One of my goals of 2019 was to implement a Regional Human Resources service to towns as well as a Public Health presence. I am happy to report that we rolled out Phase I of the Regional Human Resource service in October, while we continue to explore the Public Health option as the field is expansive. In 2020, we will continue to explore Public Health and will implement when ready.

In 2020, the County will be taking on a few new initiatives built into the adopted budget. Emergency Management has collaborated with County Fire Chiefs to house the Juvenile Fire Safety Program. In the past, the area Chiefs have been splitting the duty to run classes for the program and over time, the program has become too large and time consuming. The Chiefs and EMA have collaborated and hired a 10-hour a week staff member to take the lead and run the program.

The District Attorney has proposed two new initiatives in 2020. The hiring of a Human Traffic Advocate for the office will bring substantial benefit and support to individuals who find themselves associated with human trafficking. The Office will also be contracting with a third party to provide restorative justice in order to increase victim involvement in the criminal justice system and decrease defendant recidivism.

Lastly, the Civil Division at the Sheriffs Office will change, ending the per diem employment practice and moving approximately \$67,000 in enterprise fund revenue into the Civil Division budget to cover the hiring of a new full-time Civil Deputy. This move will eliminate the County's exposure with many per diem employees as it pertains to fair labor standards.

TOTAL BY BUDGET CATEGORY	2019 Adopted	2020 Adopted	\$ Change	% Change	
COUNTY GENERAL FUND	\$22,031,940	\$23,055,599	\$1,023,659	4.65%	
JAIL BUDGET	\$19,265,593	\$20,033,137	\$767,544	3.98%	
CROSS INSURANCE ARENA	\$3,489,982	\$46,576,930	(\$1,787)	-0.05%	
TOTAL EXPENSES	\$44,787,515	\$46,576,930	\$1,789,415	4.00%	
ENTERPRISE FUNDS	\$10,244,352	\$10,995,487	\$751,135	7.33%	
GRANTS	\$1,919,100	\$1,919,100	\$0.00	0.00%	
TOTAL EXPENDITURES	ITURES \$56,950,967 \$59,491,517		\$2,540,550	4.46%	



BUDGET OVERVIEW AND HIGHLIGHTS

TOTAL NEEDS FROM TAXES	2019 Adopted	2020 Adopted	\$ Change	% Change
COUNTY GENERAL FUND	\$15,525,220	\$16,503,586	\$978,366	6.30%
JAIL BUDGET	\$13,126,093	\$13,651,137 \$525,044		4.00%
CROSS INSURANCE ARENA	\$3,489,982	\$3,488,195	(\$1,787)	-0.05%
TOTAL	\$32,141,295	\$33,642,918	\$1,501,623	4.67%

JAIL FUNDING

Over the last few years, this letter has begun by outlining the issues around State revenue for the jail. This is a large cost center for the County and gets significant attention at budget time. I am happy to report that, though we had some tough decisions with the jail budget, it was a smoother process developing the budget this year based on State funding for County Jails remained intact from what the Governor proposed in her biennium budget. Cumberland County will receive \$3,127,000 from the State Department of Corrections for the current fiscal year. This allowed the County to keep the State revenue flat for the second straight year.

JAIL REVENUES	2019 Adopted	2020 Adopted	\$ Change	% Change
STATE OF MAINE	\$3,127,000	\$3,127,000	\$0	0%
FEDERAL BOARDING	\$2,625,000	\$2,675,000.00	\$50,000	1.90%
COUNTY BOARDING	\$300,000	\$500,000	\$200,000	66.67%
OTHER REVENUES	\$87,500	\$80,000	(\$7,500.00)	-8.57%
TOTAL REVENUES	\$6,176,626	\$6,382,000	\$242,500	3.95%
JAIL EXPENSES	\$19,265,593	\$20,033,137	\$767,544	3.98%
JAIL NEEDS FROM TAXES	\$13,126,093	\$13,651,137	\$525,044	4.00%

The County Commissioners worked through the

2019/2020 in May and June, ultimately approving the Jail Budget at their June meeting. The Jail budget is proposed at \$20,033,137.00, up \$767,544.00 from current year ending June 30th and having a Needs from Taxes of \$525,044 or 4%. The Jail budget is brought into the budget discussion during the fall due to the tax implications are carried through the General Fund Budget, ultimately falling within the County's 2020 budget.

Jail Revenues (Notable)

Positive increase in other County Inmates Revenue (+\$2001K) and Marshal Service (+100K) Experiencing a decrease in ICE inmates (-\$100K)

Jail Expenses (Notable)

Budget up 4% as allowed by State Statute. Equates to \$S25,044 of new funding to support the jail; Contracted Services (i.e. Jail Medical Contract) is up just over \$207K; Legal Services is up \$24K; Food & Groceries is up \$24K due to average daily population



BUDGET OVERVIEW AND HIGHLIGHTS

CROSS INSURANCE ARENA

Similar to the Jail's budgeting process, the Arena budget is developed from March to June. The Recreation Board of Trustees works through the General Manager's proposed budget and makes a recommendation to the County Commissioners each May. The County Commissioners then workshop and hold a public hearing on the budget in May and June, ultimately approving the budget in June of each year. The Arena's budget, much like the jail budget, is included in the General Fund Budget discussion as it affects the bottom line of any increase for the 2020 budget year. The Cross Insurance Arena budget is a unique budget, as it does not follow the typical government budgeting process. The Arena's budget is based on projected number of events (ticket sales), suite seating, concessions and sponsorships at the Arena. In addition to the booking of the event, day of week and type of event play a large role in the projected revenue generation.

CROSS INSURANCE ARENA	2018-19 Adopted	2019-20 Adopted	\$ Change	% Change	
BONDED PRINCIPLE & INTEREST	\$2,208,500	\$2,182,500	(\$26,000)	-1.18%	
REVOLVING LINE OF CREDIT	\$703,738	\$654,024	(\$49,714)	-7.06%	
CAPITAL - NON DEBT	\$107,183	\$73,000	(\$34,183)	-31.89%	
OPERATIONAL	\$470,561	\$S78,671	\$108,110	22.97%	
TOTAL	\$3,489,982	\$3,488,195	(\$1,787.00)	-0.05%	

HUMAN SERVICES AND GRANTS

Each year the County tries to do their part in supporting non-profits throughout the county. Two years ago, the County Commissioners, at the recommendation of staff, moved towards greater accountability and data sharing by partnering with the Thrive2021 Goal allocation process (United Way). Though we contribute to Thrive, some agencies fall outside the qualifications; hence, the County works with those independent organizations on some level of funding.

HUMAN SERVICES & GRANTS	2019	Adopted	2020 Adopted \$ Change		e	%	Change	
HUMAN SERVICES & GRANTS		\$0		\$286,000 \$286,0		0.00		100%
HUMAN SERVICES	\$11	\$112,981.00		\$0 (\$112,981.		.00) -10		0.00%
GRANTS	\$16	9,598.00		\$0	(\$169,598.00)		-100.00%	
TOTAL	\$28	2,579.00		\$286,000.00	3,421.00		1.21%	
ORGANIZATION	2019	2020		ORGANIZATION		20	19	2020
Extension Association	\$139,871	\$135,000		Portland Library		\$9,	727	\$10,000
Thrive2027	\$100,000	\$100,000		Tedford House		\$5,	000	\$15,000
Soil & Water	\$20,000	\$18,000		Casco Bay CAN		\$0	.00	\$7,000
				Coastal Counties	Workforce	\$1,	,000	\$1,000

BUDGET OVERVIEW AND HIGHLIGHTS

DEBT/CAPITAL/TAN

The 2020 budget includes funding for interest associated with the Tax Anticipated Note (TAN). Because the County is on a different budget year than our communities, we must take out an annual TAN to cover operational costs until the communities pay their County issued Warrant in the fall. The County will need a \$14.5M TAN for 2020 expenses. The past two Finance Committees have raised concerns with the TANs, as interest rates continue to rise and it is becoming unsustainable to continue the practice since there is an alternative. In December of 2019, the County Commissioners authorized County staff to initiate contact with communities educating them on the process behind the County changing to a fiscal year budget. This will better align the County with the towns/cities, improving the County's monthly cash flow and eliminating the administrative and interest costs associated with a TAN. The County received word in December 2019 that its bond rating will be maintained at Standard & Poor's highest short-term rating of SP-1+ for the upcoming TAN issuance.

DEBT / CAPITAL / TAN	2019 Adopted	2020 Adopted	\$ Change	% Change
BONDED DEBT PRINCIPAL	\$659,000	\$633,527	(\$25,473)	-3.86%
BONDED DEBT INTEREST	\$213,234	\$148,268	(\$64,966)	-30.47%
CAPITAL RESERVE	\$503,283	\$654,100	\$150,817	29.96%
TAN LOAN	\$191,000	\$191,000	\$0	0.00%
TOTAL	\$1,\$66,517	\$1,626,895	\$60,378	3.85%

CAPITAL NEEDS

The County's Capital Improvement Program (CIP) is made up through the development of Debt and Non-Debt CIP projects. Since the inception of the County Charter, the County has bonded capital projects on a two-year cycle. This year would normally be a "bonding year"; however, staff proposed not to bond as staff has collectively reviewed the capital items and feel a bond is not warranted. We have experienced project savings through a few canceled projects. The funding capacity will allow 2020 projects to be now covered by past years funding through canceled projects. These projects include:

Vehicle Lift at Fleet Garage	\$8,000
Hot Water Tanks at the Jail	\$205,000
Air Handler #1 and #2 rebuild at Courthouse	\$160,000
Phone System at Courthouse	\$51,000

The 2020 Non-debt Capital items continue to be the same year over year, with a few exceptions. The following are new Non-debt items proposed for 2020 (one-time expenses, not annual like lasers, vests, computers):

Law Enforcement	Sheriff's Office Command Vehicle Upgrades	\$ 20,000
Law Enforcement	Sheriff's Office Crisis Response Phone	\$ 7,000
Law Enforcement	Sheriff's Office Night Vision Scope	\$ 33,000
Law Enforcement	Sheriff's Office Dragon Software (Voice Recognition	\$ 24,000
Jail	4X4 Dump Truck at Jail/Law Enforcement Center	\$ 35,000
Jail	Cleaning of Jail Admin Air Ducts	\$ 20,000
СССН	Facilities Study Funding	\$ 18,000
СССН	Workstation Replacement	40,000
СССН	Courthouse Elevator Reserve	\$ 25,000



AUDIT REPORT



AUDIT REPORT - STATEMENT OF NET POSITION

STATEMENT A

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF NET POSITION DECEMBER 31, 2019/JUNE 30, 2019

	G	overnmental Activities	usiness-type Activities	Total
ASSETS				
Current assets:				
Cash and cash equivalents	\$	10,436,031	\$ 1,194,046	\$ 11,630,077
Accounts receivable (net of allowance for uncollectibles)		1,177,987	250,181	1,428,168
Prepaid items		4,700	24,317	29,017
Inventory		-	 40,430	40,430
Total current assets		11,618,718	 1,508,974	 13,127,692
Noncurrent assets:				
Capital assets:				
Land, infrastructure and other assets not being depreciated		4,651,690	600,000	5,251,690
Buildings and equipment, net of accumulated depreciation		49,818,615	 26,772,219	 76,590,834
Total noncurrent assets		54,470,305	 27,372,219	 81,842,524
TOTAL ASSETS		66,089,023	28,881,193	 94,970,216
DEFERRED OUTFLOWS OF RESOURCES				
Deferred outflows related to OPEB		701,473	-	701,473
Deferred outflows related to pensions		2,466,886	-	2,466,886
TOTAL DEFERRED OUTFLOWS OF RESOURCES		3,168,359	 -	 3,168,359
		3,.00,000	 	 2,.00,000
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$	69,257,382	\$ 28,881,193	\$ 98,138,575



AUDIT REPORT - STATEMENT OF NET POSITION

STATEMENT A (CONTINUED)

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF NET POSITION DECEMBER 31, 2019/JUNE 30, 2019

	G	overnmental Activities		siness-type Activities		Total
LIABILITIES						
Current liabilities:						
Accounts payable	\$	2,380,893	\$	172,660	\$	2,553,553
Accrued interest		108,599		-		108,599
Due to primary government		-		426,458		426,458
Other liabilities		281,727		375,483		657,210
Current portion of long-term obligations		2,563,665		330,000		2,893,665
Total current liabilities		5,334,884		1,304,601		6,639,485
Noncurrent liabilities:						
Noncurrent portion of long-term obligations:						
Bonds payable		32,220,000		1,460,000		33,680,000
Accrued compensated absences		1,345,996		-		1,345,996
Net OPEB liability		4,130,719		-		4,130,719
Net pension liability		9,061,013		-		9,061,013
Total noncurrent liabilities		46,757,728		1,460,000		48,217,728
TOTAL LIABILITIES		52,092,612		2,764,601		54,857,213
DEFERRED INFLOWS OF RESOURCES						
Deferred revenues		1,291,249		1,096,668		2,387,917
Deferred inflows related to OPEB		531,636		-		531,636
Deferred inflows related to pensions		2,321,571		-		2,321,571
TOTAL DEFERRED INFLOWS OF RESOURCES		4,144,456		1,096,668		5,241,124
NET POSITION						
Net investment in capital assets		21,523,982		25,582,219		47,106,201
Restricted for: Capital projects funds		1,653,067				1,653,067
Grant programs		51,271		-		51,271
Unrestricted (deficit)		(10,208,006)		(562,295)		(10,770,301)
TOTAL NET POSITION		13,020,314		25,019,924		38,040,238
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	¢	69,257,382	¢	28,881,193	¢	98,138,575
	\$	09,207,302	\$	20,001,193	\$	30,130,373



AUDIT REPORT - STATEMENT OF ACTIVITIES

STATEMENT B

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF ACTIVITIES

	lges	Total	(659,204)	(531,812) 2,810,118	(17,124)	(7.298.382)	(13,317,039)	(1, 803, 154)	(430,960)	(2,177,147)	(875,665)	(169,598)	426,999	(1,915,424)	(2,287,600)	(1,968,230)	(311,831)	(31,238,956)	(2,711,495)	(33,950,451)
	Char		\$																	
	Net (Expense) Revenue and Changes in Net Position	Business-Type Activities	۰ ب								•	•	•	•	'	•		•	(2,711,495)	(2,711,495)
), 2019	Net (Expe	Governmental Activities	\$ (659,204)	(531,812) 2,810,118	(17,124)	(7.298.382)	(13,317,039)	(1,803,154)	(430,960)	(2,177,147)	(875,665)	(169,598)	426,999	(1,915,424)	(2,287,600)	(1,968,230)	(311,831)	(31,238,956)	ľ	(31,238,956)
2019/JUNE 30		Capital Grants and Contributions	ب		'			•				•				•		•	'	' چ
FOR THE YEAR ENDED DECEMBER 31, 2019/JUNE 30, 2019	Program Revenues	Operating Grants and Contributions	۰ ج		- 000	2.234.859	3,570,190	166,107	•		•	' 07 0	2,400	1,383,870	•	•		7,687,472		\$ 7,687,472
AR ENDED D		Charges for Services	ب	- 3,551,665	569,848	2.100.976	4,373,089			•	•	- 000	644,690			808,281		12,108,549	9,663,581	\$ 21,772,130
FOR THE YE		Expenses	\$ 659,204	231,812 741,547	586,972	00/,943 11.634.217	21,260,318	1,969,261	430,960	2,177,147	875,665	169,598	220,091	3,299,294	2,287,605	2,836,511	311,831	51,034,977	12,375,076	\$ 63,410,053
		Functions/Programs	Governmental activities: Executive Department	rinance Register of Deeds	Register of Probate	Emergency Management Sheriff - County Services	Jail	District Attorney	Human Resources	Facilities	Management System	Agency Grants	Parking Garage	Communications	CIVIC CENTER DEDT Allocation		Unallocated Depreciation Expense (Note 4) Interest on Long-term Debt	Total governmental activities	Business-type activities: Cross Insurance Arena Total business-type activities	Total government

2019 ANNUAL REPORT

*This amount excludes the depreciation that is included in the direct expenses of the various programs.

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AUDIT REPORT - STATEMENT OF ACTIVITIES

STATEMENT B (CONTINUED)

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2019/JUNE 30, 2019

	Governmental Activities	Business-type Activities	Total
Changes in net position:	(04,000,050)		
Net (expense) revenue	(31,238,956)	(2,711,495)	(33,950,451)
General revenues and transfers: Taxes:			
Property taxes, levied for general purposes	32,151,568	-	32,151,568
Miscellaneous	273,761	151,497	425,258
Transfers (different fiscal years)	(475,636)	550,024	74,388
Total general revenues and transfers	31,949,693	701,521	32,651,214
Change in net position	710,737	(2,009,974)	(1,299,237)
NET POSITION - JANUARY 1/JULY 1	12,309,577	27,029,898	39,339,475
NET POSITION - DECEMBER 31/JUNE 30	\$ 13,020,314	\$ 25,019,924	\$ 38,040,238



BALANCE SHEET - GOVERNMENTAL FUNDS

STATEMENT C 3,879,743 6,542,363 4,700 4,700 2,079,308 1,177,987 2,380,893 3,093,015 2,487,826 Governmental 3,879,743 1,291,249 1,291,249 7,664,849 10,436,031 15,498,461 281,727 Funds Total ഗ ŝ G 130,985 (767,050) 2,079,308 1,635,848 Governmental 449,913 1,060,711 3,146,472 1,199,301 1,330,286 503,928 1,816,186 Other Funds ഗ ŝ ŝ 58 1,063,505 1,063,505 58 1,063,447 1,063,447 Bond Fund 2018 CIP ഗ ω ŝ **BALANCE SHEET - GOVERNMENTAL FUNDS** 926,277 926,277 926,277 926.277 **CIP Fund** BOC/Jail COUNTY OF CUMBERLAND, MAINE ŝ S Э **DECEMBER 31, 2019** (607,908) 211,512 135,111 135,111 (607,908) 787,057 575,545 1,259,854 1,259,854 Jail Fund ω ഗ ഗ 18,375 18,375 Improvements 617.738 617,738 599,363 599,363 Capital ŝ ഗ ŝ 8,800,183 152,529 4,700 2,680,442 5,058,533 31,395 4,700 3,862,784 8,957,412 31,395 2,096,364 3,867,484 281,727 General Fund ω ŝ ŝ **FOTAL LIABILITIES, DEFERRED INFLOWS** OF RESOURCES AND FUND BALANCES DEFERRED INFLOWS OF RESOURCES **FOTAL FUND BALANCES (DEFICITS) FOTAL DEFERRED INFLOWS OF** FUND BALANCES (DEFICITS) Nonspendable - prepaid items allowance for uncollectibles) Accounts receivables (net of Cash and cash equivalents Due from other funds Due to other funds FOTAL LIABILITIES Accounts payable Deferred revenue FOTAL ASSETS Other liabilities Prepaid items RESOURCES Unassigned LIABILITIES Committed Restricted Assigned ASSETS

See accompanying independent auditors' report and notes to financial statements.

\$ 15,498,461

3,146,472

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1,063,505

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926,277

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787,057

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617,738

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8,957,412

G

(DEFICITS)



REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

2019 ANNUAL REPORT

STATEMENT E	FUNDS	Total Governmental Funds	<pre>\$ 32,151,568 7,687,472 12,108,549 273,761</pre>	52,221,350	659,204	531,812 734.937	586,972	657,943 10.985.258	20,547,806	1,967,297	430,960 2.157.373	853,363	169,598	91,729 3 117 232	2,906,987	1,436,938	705,530	320,676 1.391.221	50,277,836	1,943,514	1,403,184	(1,403,184) (475,636)	(475,636)	1,467,878	6,196,971	\$ 7,664,849
ST	RNMENTAL	Other Governmental Funds	\$ 2,234,859 2,876,497 201,246	5,312,602		- 71.166	- 070	61,840 3 918 615								1,142,315	'	- 622.528	5,816,464	(503,862)	306,706	(141,378) -	165,328	(338,534)	2,154,720	\$ 1,816,186
	ES - GOVEI	2018 CIP Bond Fund	φ.	'			'			•							ı	- 384.619	384,619	(384,619)			'	(384,619)	1,448,066	\$ 1,063,447
INE	ID BALANC 31, 2019	BOC/Jail CIP Fund	φ										•			'		- 112.747	112,747	(112,747)	279,000		279,000	166,253	760,024	\$ 926,277
RLAND, M⊅	GES IN FUN	Jail Fund	<pre>\$ 13,136,366 3,570,190 4,373,089</pre>	21,079,645					20,547,806				•			'			20,547,806	531,839			1	531,839	(1,139,747)	\$ (607,908)
COUNTY OF CUMBERLAND, MAINE	AND CHANO R ENDED D	Capital Improvements	\$ - 59,754	59,754						'		'	'				'	- 271.327	271,327	(211,573)	817,478	(74C,0) -	810,936	599,363	ſ	\$ 599,363
COUNTY	ES, EXPENDITURES AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS FOR THE YEAR ENDED DECEMBER 31, 2019	General Fund	\$ 19,015,202 1,882,423 4,858,963 12,761	25,769,349	659,204	531,812 663.771	586,972	596,103 7 066 643	-	1,967,297	430,960 2.157.373	853,363	169,598	91,729	2.906.987	294,623	705,530	320,070	23,144,873	2,624,476		(1,255,264) (475,636)	(1,730,900)	893,576	2,973,908	\$ 3,867,484
	STATEMENT OF REVENUES, EX		RE VENUES Taxes Intergovermmental Revenues Charges for Services Miscellaneous Revenues	TOTAL REVENUES EXPENDITURES	Current: Executive Department	Finance Register of Deeds	Register of Probate	Emergency Management Sheriff - County Services		District Attorney	Human Resources Facilities	Management System	Agency Grants	Parking Garage	Civic Center Debt Allocation	Other Debt Sourise	Perincipal	Interest Capital Expenditures	TOTAL EXPENDITURES	EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	OTHER FINANCING SOURCES (USES) Transfers In	I ransrers (Out) Transfer to Cross Insurance Arena	TOTAL OTHER FINANCING SOURCES (USES)	NET CHANGE IN FUND BALANCES (DEFICITS)	FUND BALANCES (DEFICITS) - JANUARY 1	FUND BALANCES (DEFICITS) - DECEMBER 31

See accompanying independent auditors' report and notes to financial statements.

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