

Cumberland County Government 142 Federal Street, Portland, ME 04101 207-871-8380

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SNAPSHOT: CUMBERLAND COUNTY

Geography

Total Area: 1,217 square miles



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

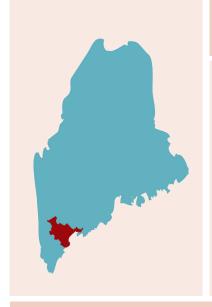
It is the **deepest lake in the state**, measuring

310 feet deep at its lowest point.

Communities by Population

Portland: 66,706 South Portland: 25,665 Scarborough: 20,568 Brunswick: 20,565 Westbrook: 18,935 **Windham:** 18,463 **Gorham:** 17,723 Falmouth: 12,262 **Standish:** 10,119 Cape Elizabeth: 9,307 Yarmouth: 8,567 Freeport: 8,517 **Gray:** 8,173 Cumberland: 8,144 New Gloucester 5,795 Bridgton: 5,427 Harpswell: 4,914 Raymond: 4,514 **Naples: 3,981 Casco:** 3,933 North Yarmouth: 3,839 **Sebago:** 1,830 Pownal: 1,549 **Baldwin: 1,390** Chebeague Island: 515 Long Island: 282 Frye Island: 33

Demography



Current population: **294,520**

Most populous county in Maine

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

Roughly **31% of the total jobs in Maine** are based in Cumberland
County (most in state)

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

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

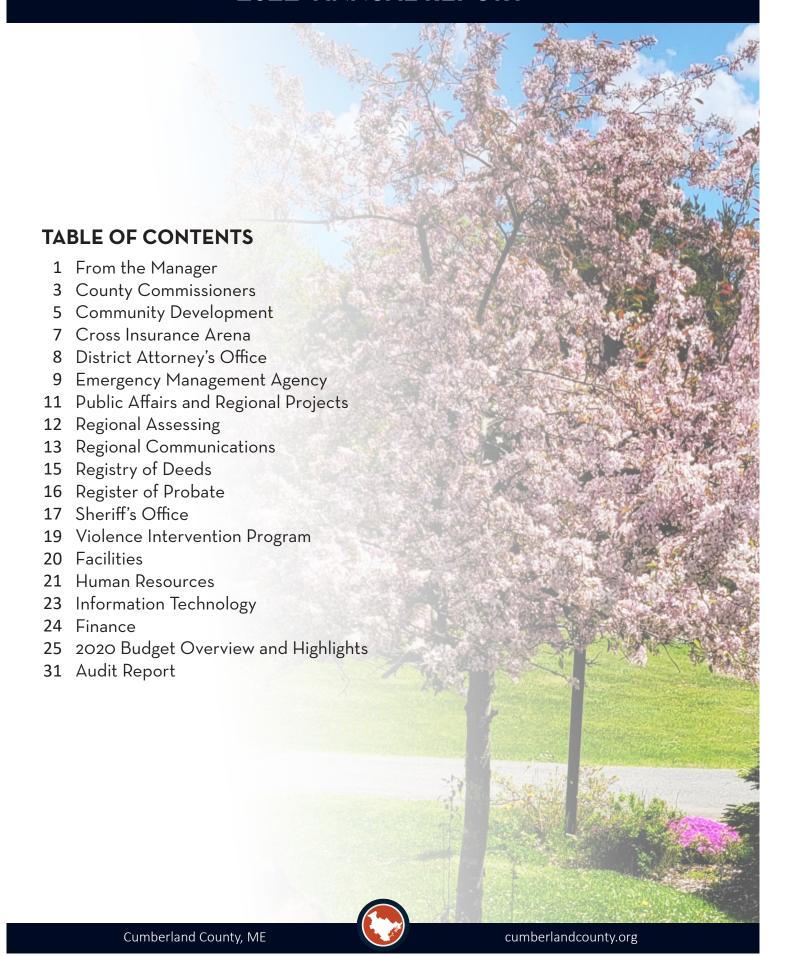
Key Statistics

Comparative Statistics	County	Maine	U.S.A.
Median Age:	42.1	44.8	38.1
People under 18 years old:	18.3%	18.5%	22.3%
Median Household Income:	\$76,014	\$59,489	\$64,994
People in Poverty:	8.6%	10.6%	11.4%
Median Property Value:	\$288,900	\$198,000	\$229,800
* Unemployment:	3.1%	3.3%	3.6%
Labor Force Participation	69%	63%	63%
**Cost-burdened Renters:	43%	42%	46%
** Cost Burdened Owners:	22%	21%	22%
Families w. School-Age Kids:	39%	37%	42%
Non-white residents:	8%	5.6%	23.7%
Foreign-born residents:	6%	3.6%	13.5%
Households w. broadband:	89%	84.3%	85.2%
Uninsured (health):	7.8%	10.1%	10.2%

* April 2022

**Gross housing cost > 30% of income





From the Manager



James H. Gailey
County Manager

Dear Citizens of Cumberland County:

It is with great pleasure that I submit this letter outlining the County's accomplishments of 2021. Looking back at the year, it was a year of stop and start. As we entered 2021, the County had great hopes that we were moving past the pandemic. Vaccinations were rolling out per age group and infection numbers were decreasing. Masks were removed in April, and went back on in August for the remainder of the year. We moved through 2021 with some urgency, but with some hesitation, too.

An unexpected positive presented itself early in 2021 in the form of rescue funds to towns and counties from the Federal Government. The County learned that we would receive \$57.3M in American Rescue Plan Act (ARPA) funding, to be applied toward a number of prescribed eligible uses in support of rebuilding the region due to the impacts of the pandemic. This was the second highest distribution in Maine, behind the State of Maine itself.

These funds could be spent internally on county projects, but we also were encouraged to spread the funding out to regional stakeholders. The County staff worked with the County Commissioners, regional stakeholders and citizens on establishing priorities and criteria for funding allocation. The first tranche of funds-\$28.6 million- was divided up between County internal projects and distribution throughout the county. The County is expecting to receive its second tranche of \$28.6 million in late spring of 2022.

The County has been pursuing creation of a Public Health Office for a number of years; we established one in late summer of 2021 through the use of the County's ARPA funds. Since the start of the pandemic, absent a County Public Health office, the County's Human Resource Department became the default experts in COVID best management practices for County staff and many of the towns in Cumberland County. The County was able to hire a fantastic Public Health Manager to build nothing into something around County Public Health. Collaboration with towns and community partners was sought right from the start, and by the end of the year a County Public Health Improvement Plan was underway. We expect great things to come from this office.

The pandemic allowed for some strategic maneuvers, allowing staff to setup the County better for the years to come. One negotiation pertained to the County's lease with the Maine Judicial Court. After living under a one-sided lease agreement for the last ten years for the state-side of the County-owned courthouse, we were successfully able to negotiate a balanced 10-year lease that puts the County in a better financial position. The key changes will allow for full costs to be covered, and strategic planning for large capital projects.

In September, we saw the opening of the Cross Insurance Arena for the first time since March of 2020. In October, the Maine Mariners were back on the ice for another season here in Portland. We were all holding our breath hoping the Mariners season wouldn't be impacted like it was in 2020-2021.



The fall saw a lot of interest in the Arena, and the event schedule started getting full. If all goes well, the 2021-2022 Arena season will be a great one. The County closed 2021 by working out a new 3-year lease agreement with the Maine Mariners, keeping the Mariners here in Portland through the 2024-2025 season.

The beginning of 2020 gave us a quick lesson on how a global pandemic can impact the economy and individuals' personal lives. This impacted the County's 2021 budget. Knowing how the pandemic was impacting our partner towns, in May, I gave guidance to staff to limit their budget requests for the 2021 budget. The 2021 budget had no new initiatives, many reductions to line items, no new positions and a significantly scaled back capital program. The General Fund Budget was developed based on need for the coming year. To their credit, many department heads presented deep cuts to some of their budget line items, cuts that I thought were too deep to recover from without large budget increases.

In September, when I delivered the County Manager's budget to the County Commissioners, we were proposing a 2.30% Needs from Taxes (tax rate impact). The impact was largely based on the General Fund increasing by \$286,570 and the Jail \$546,045. The Cross Insurance Arena was already showing a decrease. In late November, staff presented the County Commissioners with a plan to use a 2020 estimated year end fund balance to offset one-time expenditures in 2021. The result of the budget change resulted in the County's General Fund decreasing to a -\$66,057. The new 2021 Needs from Taxes was now 1.26%, which is down from the proposed 2.30% in September.

Once tried and postponed due to the onset of the pandemic, the County once again moved towards changing its General Fund Budget Year from calendar to fiscal year (July-June). The County towns/cities are supportive of such a move, which will occur on July 1, 2023. We are looking forward to this change, as it will allow the County to have better cash flow throughout the year and get on the same budget cycle as our Cross Insurance Arena & Jail Budgets.

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.

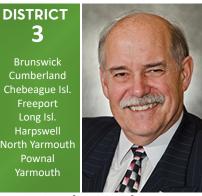
Commissioner Gorden served as Chair of the Board in 2021. Commissioner Witonis is serving as Chair in 2022.



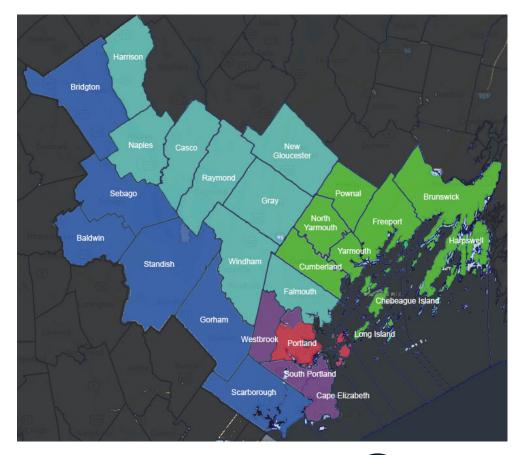
Neil D. Jamieson, Jr.



Susan Witonis

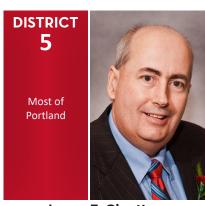


Stephen Gorden





Thomas S. Coward



James F. Cloutier







COMMUNITY DEVELOPMENT



Kristin StylesProgram Director

The Community Development program entered into its fifteenth year in 2021. Since 2007, the program has brought nearly \$23.5 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 goal of the Community Development office is to understand the needs around the County so that we can direct funds towards those needs while helping our community partners build a more collaborative approach to addressing on going issues.

2021 was a very busy year for the Community Development Office. In addition to our usual program funding (\$1,589,102.00 in CDBG and \$749,188.00 in HOME Partnership Funds), our office distributed an addition \$976,929.00 in CDBG-CV Round 3 funds from the U.S. Department of Housing and Urban Development.

CDBG-CV grants awarded in March 2021: Workplace Training Programs:

MSAD-61 Healthcare Training program- \$22,091 Common Treads Industrial Sewing Program- \$20,000

Homeless Prevention and Assistance Programs:

Through These Doors- Shelter and Homeless Prevention-\$45,362

City of Portland- Housing Resettlement Coordinator-\$200,910

Food Programs

Amistad Food Assistance for Displaced Persons- \$63,755 Gorham Food Pantry Van- \$57,000 Harrison Food Bank Part Time Coordinator- \$27,245 SMAA – Meals on Wheels-\$35,000 Yarmouth Lunch Crunch Program-\$54,800 Wayside Foods – Food Delivery Supplies- \$50,000

Other Covid-Related Programs

Gorham Scholarships for Out of School Days- \$14,400 Intercultural Community Center- Community CARES- \$20,000 Long Island Telehealth Equipment Program- \$23,847 NAMI-Adult and Youth Mental Health First Aid- \$24,000 New England Arab American Org.- Healthy Neighborhoods-\$45,000

Port Resources – Mental Health Outpatient Services- \$18,000 South Portland Scholarships for Out of School Days- \$27,500 South Portland Paramedic Program- \$100,000 Woodfords Family Services Early Childhood Services- \$25,000 County Jail Covid-19 Screening for inmates- \$100,000

Regular CDBG grants were awarded in July of 2021 for the following: Public Infrastructure

Bridgton – Highland Beach Sidewalk Project- \$132,128 South Portland Broadband Expansion- \$169,288

Regular Awards, continued:

Windham Main Street Parking and Sidewalk Project- \$153,295 **Public Facilities**

South Portland – School Street Playground Repair- \$87,694 South Portland – Redbank Community Garden- \$47,386 Harpswell Cundy's Harbor Library Repairs Phase II- \$46,820 Westbrook Cornelia Warren Rec Area Phase IV- \$71,342

Economic Development

Windham- Village Brewery/Restaurant Job Creation- \$225,000 **Housing**

South Portland Port Resources Group Home Repairs - \$22,590 County Wide Habitat for Humanity Repair Program - \$90,000 County Alpha One Critical Ramp Program - \$84,000

Public Services

South Portland – Quality Housing of Maine- Program Home-\$9,600

South Portland – Human Rights Committee- Uplift Program-\$7,700

South Portland – Summer Rec Camp Scholarships- \$11,795 South Portland – Emergency Heating Assistance- \$2,500

South Portland – Domestic Violence Services (TTD)- \$7,160

South Portland – Redbank HUB (TOA)- \$20,000

South Portland – SMAA Meals on Wheels Program- \$10,920

Bridgton – Community Resource Navigator- \$10,920

Bridgton- Summer Camp Rec Program- \$11,395

Bridgton – Food Pantry Program - \$7,500

County – Through These Doors Abuse in Later Life- \$18,831 Westbrook – My Place Teen Center 10-13 Program- \$75,000

Planning Studies

Windham/Gorham – Little Falls/South Windham Village Master Plan- \$25,000



COMMUNITY DEVELOPMENT

Westbrook Ice Rink





Before After

The Harrison Food Bank took ownership of the local VFW building and started renovations in fall 2020. The pandemic presented many challenges including the need to change their entire food distribution system while serving over 600 families per week. This project will include an ADA accessible gathering space, complete with a community kitchen and a food storage and distribution center.

The City of Westbrook changed an underutilized rink into a four-season rink using a Sport Court PowerGame surface with Becker Dasher boards that allow this rink to be used as an ice rink during the winter months and a soccer/futsal court the rest of the year.

Harrison Food Bank





Before After

Cundy's Harbor Library





Cundy's Harbor Library recently completed Phase 1 of a 3-phase renovation project, including replacing the front deck with an ADA compliant entry way and handicap parking; installing a gutter system; and addressing water/ moisture issues.

Before After

For many years a small town-owned parcel in Gray sat vacant, collecting trash and serving as a dumping space for excess snow. With the help of CDBG and dedicated volunteers, the town built a small park complete with a picnic area, permeable pavers for small gatherings, edible plants and fruit trees, bird feeders, and a pollinator garden.

Gray Park







Before

After

Habitat for Humanity



Before









Since 2020, the CDBG Program has provided \$90,000 annually to Habitat for Humanity's Home Repair Program for low-income homeowners who cannot afford needed repairs to their homes. Work done so far has included repairs to roofs, stairs, doors, unsafe heating systems, and addressing accessibility issues. As of the Spring of 2022, Habitat for Humanity has repaired over 50 in Cumberland County.

CROSS INSURANCE ARENA



Michael LoConte General Manager

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 Boston Bruins.

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.

The 2021 Calendar year continued where 2020 left off with live events being cancelled due to COVID-19. The reduced staff roster was tasked with the challenge of generating streams of revenue by developing new, Covid-safe creative content.

Beginning in February and extending through April, the staff built and created a new indoor event which contained 2 full days of Disc Golf. With our new strategic partner Hammond Farm Disc Golf, we were able to garner enough interest that we were able to generated revenue from our sponsors at Lone Pine Brewing.

Due to disc golf's initial success we also hosted a Par 3 disc golf tournament with another league from Prodigy Disc Golf. Although the arena isn't really suited for indoor disc golf, the success gave us the spark to continue to work on new creative events. We are currently looking at Pickle Ball and Corn Hole tournaments for potential future events in a similar realm of indoor sports.

Also during the pandemic shut-down, in May, we were able to secure a contract with Maine College of Art (MECA) to host their commencement for the first time at the arena. Our team successfully mapped out a Covid-spaced seating plan which allowed everyone to the enjoy graduation in a safe fashion.

During the summer months the arena hosted several community services such as Point One USA Law Enforcement Training, Portland Fire Dept and Portland Police department training with real time exercises.

Rounding out the summer shut-down, during July and August the arena hosted 4 box lacrosse games for the first time.

As summer was winding down artists began to tour again after 2+ years.

Before reopening the doors we had to retrain staff fully on Covid protocols. The first concert was the Brothers Osbourne on July 31st. Major challenges had to be satisfied in order to get artists back to an indoor setting that was safe for all attendees. On the venue side, all staff needed to be tested before entering including Events, Concessions, Union and Operations staff. Also, masked ticketed guests had to provide proof of vaccination or a negative test before entry. To execute this task the Venue had to double our Event staff count- which already saw 3 minimum wage increases over 2 years which cumulatively put event staff costs 40% more than pre-Covid pricing. The pandemic impacted all staffing and vendor expenses across the board which led to some challenges negotiating contracts with artists.

After the initial success of the Brothers Osbourne concert and heading into the fall – the arena became extremely busy again as many shows went back on the road. The record setting event load for the fall was outlined by the following:

AJR 9/24	Gabriel Iglesias 10/30	Cirque Holidaze 12/8
Joy Koy 9/25	UMaine Hockey 11/27	Disney on Ice 12/22-12/26
Primus 10/3	Pentatonix 12/2	Mariners ECHL Hockey – 13 games

As the calendar year 2021 came to an end the arena maintained a heavy volume of events. Major challenges continued with labor shortages across the board. The venue cross trained many core staff members and they continued to wear several hats to get the job done. Although extremely appreciative for the tireless ethic, the venue continues to actively recruit and hire staff to ultimately build out all departments fully and create a better balanced work load for our staff.

DISTRICT ATTORNEY



Jonathan Sahrbeck
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.

In 2021 we received and reviewed 7,846 cases from Law Enforcement Agencies:

ANIMAL WELFARE / CONTROL	12
BRUNSWICK POLICE DEPARTMENT	693
BRIDGTON POLICE DEPARTMENT	126
CAPE ELIZABETH POLICE DEPARTMENT	45
COURT SECURITY	4
CUMBERLAND COUNTY SHERIFF'S	798
CUMBERLAND POLICE DEPARTMENT	72
DEPARTMENT OF LABOR	0
DEPARTMENT OF MOTOR VEHICLE	5
DHHS FRAUD DIVISION	0
FALMOUTH POLICE DEPARTMENT	152
FREEPORT POLICE DEPARTMENT	151
FORESTRY SERVICE	16
GORHAM POLICE DEPARTMENT	325
HARBOR MASTER	0
INLAND FISHERIES AND WILDLIFE	87
LONG CREEK YOUTH DEVELOPEMENT CENTER	81
MAINE DEPARTMENT OF CORRECTIONS	20
MAINE DRUG ENFORCEMENT AGENCY	73
MARINE PATROL	24
MAINE STATE POLICE	219
OUTSIDE CUMBERLAND COUNTY	10
PORTLAND POLICE DEPARTMENT	1983
RAILROAD POLICE	3
SCARBOROUGH POLICE DEPARTMENT	631
STATE FIRE MARSHALL	6
SOUTH PORTLAND POLICE DEPARTMENT	966
UNIVERSITY OF SOUTHERN MAINE POLICE	13
UNKNOWN DEPARTMENT	9
WINDHAM POLICE DEPARTMENT	365
WESTBROOK POLICE DEPARTMENT	862
YARMOUTH POLICE DEPARTMENT	95

We processed 42 Fugitive from Justice Defendants and have handled 217 adult probation revocation initial appearance events.

The majority of our caseload 84 % are processed through our adult criminal prosecution teams while our Juvenile division processed approximately 5 % of our cases and Domestic Violence processed approximately 11 % of our cases.

Of the cases received, 54 % 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 added approximately 428 new cases into our Deferred Disposition diversion program for a total number of 746 cases for 2021. Of these diversion cases a total of 3,480 community services hours were ordered.

139 individuals entered and completed our Restorative Justice Diversion program.

We collected approximately \$150,672 in supervision fees from the participants in the diversion program.

We collected approximately \$ 248,707 in restitution for victims of criminal cases.



EMERGENCY MANAGEMENT



Matthew Mahar EMA Director

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 build 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.

Regardless of the type of disaster (pandemic, hurricane, chemical spill), EMA's role is to serve municipal emergency management directors and County partners as a central hub for coordination. Any attempt to summarize the breadth and depth of EMA's work this year will fall short, but some highlights include:

PLANNING ACTIVITIES

- CCEMA began a project within 2021 to engage with municipalities to start getting municipal Emergency Operations Plans updated. When the project was started more than 75% of the existing plans were more than 5 years old, with more than 50% more than 10 years old. Many of the plans were not only outdated, but also lacking enough information to be actionable.
 - o A standardized Municipal Emergency Operations Plan Template was developed and shared with the municipalities to ensure the plans were accurate, comprehensive, and actionable.
 - o By the close of 2021, CCEMA was able to engage with 7 of the 28 municipalities and work towards getting their plans updated. This work continues in 2022.
- CCEMA also undertook a project to update plans for sheltering residents and visitors due to unforeseen emergencies. This planning included:
 - o A standardized planning template was developed for Mass Care (Shelters, Warming and Cooling Centers). This template will go into municipal EOP.
 - o 7 surveys were conducted of municipal facilities that could be used as either regional or municipal shelters due to emergency events. These surveys were done in coordination with MEMA and the American Red Cross. Operational plans for these facilities are being developed to ensure operational capability.

• A series of 3 Capability and Gap Analysis (CAGA) Workshops were developed and conducted. The CAGA Workshops (conducted in Baldwin, Freeport, and Portland), engaged partner agencies at all levels to determine the resources necessary to respond to separate emergency events (severe winter weather, HAZMAT spill, and bomb threat situation). These workshops provided details on the county's ability to respond to those incidents, and what gaps currently exist.

ORGANIZATION

- In 2021, our Training & Exercise Program was reinvigorated by the arrival of a new T&E Coordinator on September 6th. Chelsea Robbins took on the role of the CCEMA Training and Exercise Coordinator, after serving two stints as an intern with our organization.
- Volunteers Harry Marsters, Jim Fraser, and Michael Mooney collectively volunteered over 600 hours in the EOC in 2021, processing resource requests, developing situation reports, and providing communications support for emergency management partners. These hours are used as cost-match for federal grant funding that CCEMA obtains.

TRAINING

- Over the course of the year, 8 formal training events were conducted, reaching a total of 145 participants (internal and external to the county).
- The following courses were held: G402 ICS for Senior Executives (2 virtual offerings), ICS 300 and ICS 400 (virtual), Shelter-in-the Box Training (3 virtual offerings), and Until Help Arrives Training (Scarborough).
- Director Matthew Mahar was formally approved to be part of the National Continuity Training Cadre, which will allow CCEMA to deliver the two FEMA continuity courses in the coming years.

EMERGENCY MANAGEMENT

• CCEMA also conducted two Technical Assistance Planning Workshops, providing opportunities for municipalities to come in and get hands-on assistance with the development of their Emergency Operations Plan.

EXERCISE

- In 2021, CCEMA conducted a number of exercise events, coordinating with local, county, state, and federal partners in the development and conduct the exercises.
- On September 30th, CCEMA conducted a Casco Bay Emergency Response Group (CBERG) in Portland Harbor, with 27 organizations (federal, state, county, local, and volunteers) participating in the exercise. The scenario included having to evacuate passengers (both injured and non-injured) from a capsizing ferry, across the water, and safely to a pre-designated drop-off point.

EOC RESPONSE

Over the course of 2021, CCEMA maintained its Emergency Operations Center (EOC) in a hybrid manner, with some staff located at the bunker and others remote.

While still in the midst of the COVID-19 pandemic, Cumberland County was hit with three storms that had the potential for regional power outages. During these types of events, EMA works around the clock with Central Maine Power, dispatch centers and local emergency management directors to ensure that roads are cleared and power is restored to critical facilities as quickly as possible.

CCEMA was able to support the FEMA Mobile Vaccination Unit (MVU) 6-day deployment in Windham. Staff deployed to work on-site, providing critical support and resources that led directly to its success.

PUBLIC OUTREACH

Over the course of 2021, CCEMA was able to go out to four community events and share emergency preparedness and resilience information. At these events, CCEMA staff members and volunteers handed out preparedness information, provided educational games for kids, and talked with interested parties regarding their personal preparedness level.

These outreach events included: Gray Blueberry Festival, Windham National Night Out, New Gloucester Community Fair, and the Scarborough Public Safety Fair.

2020 EMA GRANTS

- \$205,644.85 in FY21 Homeland Security Grant Program funds. A portion of these funds support Hazardous Materials response teams, the County's Emergency Management Response Teams (volunteer teams), and Law Enforcement Terrorism Protection Activities.
 - o In 2021, CCEMA conducted its first Grant Advisory Council to review the grant applications submitted for HSGP funding. The Council reviewed application packages, received an informational briefing from the applicant, and then scored the application.
 - o This process provided CCEMA leadership with better accountability on how grant funding was spent, and resulted in money being awarded to 12 organizations to enhance cybersecurity, interoperable communications, physical security and emergency response.
- \$320,452.00 of Emergency Management Performance Grant funding to sustain the EMA office for regional planning, EOC management, and support of hazardous materials response activities.
- Local Emergency Planning Committee (LEPC) grant allocation totaling \$71,791.07 that covers: \$32,372.50 in administrative costs for LEPC Coordinator stipend, and \$39,418.57 for HAZMAT training for local fire departments.
- In December of 2021, CCEMA coordinated with municipalities to compete for Emergency Management Performance Grant Supplemental funding to support purchases of generators. Three projects were selected for submission, and all were approved to be funded by MEMA, totaling \$146,500 of supplemental EMPG funding.
- In total, \$744,387.92 of grant funding were secured by CCEMA for projects related to emergency management and response for the county.



PUBLIC AFFAIRS AND REGIONAL PROJECTS



Travis KennedyDirector of Public Affairs

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.

After spending much of its time in 2020 as a public information office regarding COVID-19, the Public Affairs office transitioned in 2021 back to major projects, regional collaboration, and engaging on state and federal affairs.

ARPA

The majority of focus in 2021 was spent tracking, lobbying for, decoding, and then initiating the County's share of American Resource Plan Act (ARPA) funds. As you're likely aware, Cumberland County received a total of \$57.3 million in ARPA funds, which is by far the largest amount of granted funds the County has ever been entrusted with.

The funds were split into two tranches, with the first payment of \$28,650,437 arriving in May. Details on this massive program were rapidly changing and there was a lot of misinformation floating throughout the late winter and early spring. Our position, responsibilities and expectations were constantly in flux.

The rules for investing the money were vague- aside from broad categories that we were encouraged to invest in, we spent a lot of time just trying to interpret what was allowed until the rules changed again. Because of our relatively large population, Cumberland County's allocation also came with extra rules that required investment outcomes based on equity and fairness; both excellent goals, but the targets were also lightly defined in law. During this uncertain stretch, department heads worked to identify qualified internal projects with Public Affairs conducted a constant outreach project to the community. It was clear from the beginning that the majority of the County's funds would probably be invested among partners across

Cumberland County to address the most pressing issues that the pandemic made worse, like access to affordable housing, child care, emergency services, mental health and substance use disorder, and so on. We opened a public portal and held an online public comment event, and conducted dozens of meetings with regional elected officials, municipal leaders, advocates, issue experts, partner organizations and state officials to target the most effective use of our funds amid a constantly changing pandemic, and a constantly changing set of federal rules.

Long story short: There was nobody happier to see the addition of our full-time compliance officer and public health manager than this guy! By the end of 2021, we had a full, skilled ARPA team developing a plan to invest public funds based on the data that we gathered throughout the year. The result is a collection of well-targeted investments that make a long term positive impact in the region.

SOLAR NET-METERING

In 2021 the Public Affairs Office identified an opportunity to dramatically increase clean, renewable energy in the region- and save money for County taxpayers, while we were at it- by entering a solar net-metering agreement with a new large-scale community solar farm. The County took advantage of a new state law that allows business-scale energy users like the County to buy into a community solar farm, where the energy developed is sold to producers in exchange for a discount on our electricity bill with no capital costs or expenses paid by Cumberland County. After a thorough research and vetting process, Cumberland County entered into an agreement with Sea Oak Capital to develop a large solar array, offsetting almost 5MW of County electricity with clean solar power and saving County taxpayers almost \$2 million over 20 years.

REGIONAL ASSESSING



Ben ThompsonAssessing 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.

This past year the assessing department continues to improve and adapt to what seems to be an ever-changing world by making several improvements within our operations. Organization is key to accurately handling the amount of information that passes through the regional assessing office. This past year and in the year ahead, the assessing department continues to oversee town wide revaluations for both the Town of Falmouth and the Town of Gorham.

Our office currently is responsible for a total of 23,302 real estate parcels and 1,967 personal property accounts with a total taxable valuation of \$7,302,756,465 within the six towns that we currently service for 2021/2022. All numbers below are as of April 1, 2021.

Town	Mil Rate	Real Estate Accounts	Taxable Value	Personal Prop. Accounts	Gross Value
Baldwin	.01300	1,182	\$171,838,150	49	\$3,375,400
Casco	.01566	3,389	\$610,756,480	156	\$10,363,650
Falmouth	.01743	5,681	\$2,503,170,900	543	\$35,037,000
Gorham	.01940	7,397	\$1,632,527,760	544	\$46,916,900
No. Yarmouth	.01710	1,875	\$570,709,300	204	\$3,158,100
Yarmouth	.01980	3,778	\$1,667,842,725	471	\$47,060,100

In the course of the past year, we have endured several staff and position changes. Liz Bragdon moved from the office admin to an appraiser in training. Lynn Rocheville relocated from the Registry of Deeds to become the new office administrative assistant. I also hired Cathy Stark, who is new to the County, as a second full time appraiser in training. All three are excelling in their new positions. Renee LaChapelle continues to serve the town of North Yarmouth as the assessor under the umbrella of the Cumberland County Regional Assessing office.

As always, I appreciate the opportunity to serve as the Director of Regional Assessing within Cumberland County, and am thankful for my team's hard work, dedication, and the service that they provide to our contract towns.



REGIONAL COMMUNICATIONS



The Cumberland County Regional Communications Center (CCRCC) is a public safety emergency communications center. We provide both emergency and non-emergency 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.

Melinda Fairbrother-Dyer CCRCC Director

DEPARTMENT UPDATES

We thought 2020 was challenging but 2021 brought on more challenges and more changes. In 2021 we were faced

with the most significant staffing challenge we have seen in 20 years. As a new Director I was faced with asking our staff to have the tough discussions with loved ones that this job has to be the priority. 911 must continue no matter what. In order to fill that responsibility we did a lot of creative quarantine work space juggling, forced overtime to those who remained healthy, missed a lot of family time and significant events, and ran on sheer exhaustion a large percentage of the time. The team at the Cumberland County Regional Communications Center buckled down and made it all come together, all calls were answered and help was sent. We lost a total of 14 employees in 2021 but also figured out how to train 11 New Hires while being respectful and mindful of the COVID-19 protocols that were established Overall, Bill's detail-oriented and thorough management style was an asset to the agency and will have a lasting positive impact on the CCRCC.

FIRE DEPARTMENT WORKING GROUP

The Fire Department Working Group was only able to meet twice during 2021, however both meetings were productive. The initial meeting involved Cumberland County Emergency Management (CCEMA) and Central

Maine Power (CMP), and detailed how the CCRCC and CCEMA can work to simplify the coordination of CMP resources during inclement weather situations. The Fire Department Working Group also collectively updated the CCRCC's backup radio plans for use during a radio outage. Plans were made for different levels of radio failures so that, depending on the outage issue, CCRCC staff had clear guidance on how to manage the situation. The backup radio plans were reviewed and approved by the respective fire chiefs and rolled out to CCRCC staff. Additionally, several smaller projects were discussed and reviewed by the Fire Department Working Group, including Water Rescue Quality Assurance reviews, establishing a "Chief's Page" for incident notification to area chiefs, and adjustments to the Box Type terminology used by the CCRCC. The first meeting of the Fire Department Working Group for 2022 intends to meet once per quarter in the coming year.

QUALITY ASSURANCE

The CCRCC Quality Assurance Team reviewed nearly 2000 medical and fire calls for service. We reviewed 723 EFD calls and 1209 EMD calls. This year we have specifically put an emphasis on giving timely feedback to our dispatchers especially on the highest priority calls. We reviewed all "ECHO" calls for service and dedicated many hours to our newest communications officers to help them build their skills and provide the best service to our citizens and responders as possible.

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

This group is well attended by Supervisory and Administrative representatives from each of the Law Enforcement agencies served by the CCRCC, and proves to be an integral forum to keep the lines of communication open and ensures we are providing the best possible service to our communities.

We had the pleasure of meeting with Cumberland County EMA Training and Exercise Coordinator, Chelsea Robbins. Chelsea discussed her role, and educated the group on what EMA can offer for training and exercises, as well as resources, outreach and funding. The group also met with the Cumberland County IT Director, Aaron Gilpatric who answered questions on all things technology related, and provided updates on county software and programs. The group also discussed staffing updates, 911 Public Education outreach, school lockdown drill procedures, including the implementation of the ASR Active Shooter Alert System in some schools and municipal buildings throughout our communities.

ACO WORKING GROUP

Like most of the county during the 2021 year, Animal Control struggled with staffing changes. Most of the towns have been operating with only the primary Animal Control Officer and no back up. Some Animal Control Officers are covering multiple towns with no back up.

Many of these Animal Control Officers are stretched pretty thin. We know how much of a challenge it can be but these Animal Control Officers have done a wonderful job managing the call volume this year of just under 3600 calls for service that were documented through the CAD system. This does not include all of the self-initiated activity that the Animal Control Officers do while on shift. To compare statistics, 2020 had 3752 CAD calls for service and 2021 had 3574 CAD calls for service. COVID did not slow down the amount of calls that they had to handle.

2020 AGENCY STATISTICS

TOWN OF INCIDENT	TOTAL INCIDENTS
Baldwin Fire	127
Bridgton Police	5,728
Bridgton Fire	388
Casco Fire	700
Chebeague Island Fire	95
Cumberland Police	8,673
Cumberland Fire	857
Sheriff's Office	31,956
Cundy's Harbor Fire	214
Frye Island Fire	46
Gorham Police	12,002
Gorham Fire	2,778
Gray Fire	1,334
Harpswell Neck Fire	331
Harrison Fire	367
Long Island Fire	49
Naples Fire	780
New Gloucester Fire	618
North Yarmouth Fire	383
Orr's Island Fire	279
Pownal Fire	196
Raymond Fire	890
Sebago Fire	321
Standish Fire	2,105
Windham Police	15,634
Windham Fire	3,297

TAC TEAM

TAC stands for Terminal Agency Coordinator and they are the point of contact for all matters related to CJIS access and compliance. They provide guidance on entry and removal into the NCIC and METRO systems. Second Party Checks are primarily performed by the Supervisory Team and they ensure that the initial entry is free of any critical errors. Quality Assurance Checks are then performed to make sure that every detail is correct. Validations are then performed to ensure that the entry that was made is still valid to remain in the system and each detail is correct, current and supported by documentation. Validations are done three months after initial entry and then every year thereafter. Cancellations are initially checked by the Supervisory Team and then the TAC Team reviews it ensuring that all documents are either in the CAD call for service or filed for the required retention period.

REGISTRY OF DEEDS



Jessica Spaulding Register 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.

The Registry processed 91,589 documents and 720 plans this year. Revenues generated by the Registry of Deeds for 2021 totaled \$23,981,735.00. From this amount, the Registry transferred \$18,818,983.26 to the State of Maine, which represents 90% of the transfer tax, CITT, and FPTT tax collected. The County's 10% share of transfer tax, CITT, and FPTT tax totaled \$2,090,998.14.

In accordance with Chapter 503, Sec. 1. 33 MRSA §752, the State of Maine authorized the Registries to collect a \$3.00 surcharge for each document recorded. Our surcharge collections totaled \$247,704.00.

During 2021, we continued the transcription of handwritten documents to typed text for the first 100 Books. The first three phases of the transcription project have been completed and can be found on the in house system as well as our online research system. We are hoping to complete the remaining phases by the year end of 2022. We also started the restoration of our plan books. Plan book one, two and three are currently in the lab being processed for preservation. The cost of the projects are covered by our surcharge funds for the preservation of the records.

Our e-recording percentage has increased to 65% of our total recordings. During the pandemic, many of our customers discovered it was more efficient to have their employees electronically record from their offices. Since the start of the pandemic, the foot traffic at the Registry has slowed tremendously, many people are opting to research our records from the comfort of their own home.

The staff has truly been exceptional during the retirement transition of the prior Register of Deeds. I commend their hard work and dedication to the constituents of Cumberland County.



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



REGISTRY OF PROBATE AND PROBATE COURT







Nadeen Daniels
Register of Probate

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 distribution of formal and informal estates, and processes name changes, minor and adult adoptions, guardianships and conservatorships.

Our 2021 filings are identified below.

Informal Estates	944
Formal Estates	141
Minor and adult name changes	360
Guardianships and conservatorships	321
Foreign Domiciliaries	86
Adoptions	48

The probate team includes two elected officials – Judge of Probate and Register of Probate. The Honorable Paul Aranson began his first term in January of 2019. Register Nadeen Daniels was re-elected to her second term beginning January 1, 2021. Trust matters and estates determined to be formal require a hearing before the Judge of Probate. Additionally, the judge adjudicates petitions involving guardianships, conservatorships, name changes and adoptions. The Register of Probate is responsible for the care, custody and management of all records, filings, and probate dockets. Additionally, the register responsible for approval of all informal estate filings.

Kelly Bunch served as the Deputy Register, managing formal estate matters for the majority of 2021 however she stepped down from her position at the beginning of December 2021.

The Probate Office welcomed two new members to our team during 2021- Erica Rickards and Lindsay Rowe Scala. Erica served as Legal Assistant, responsible for legal research, coordination of the court's calendar, and processing of name changes and adoptions. Erica was promoted to the Deputy Register of Probate upon Kelly Bunch's departure. Lindsay Rowe Scala now serves as Legal Assistant, responsible for legal research, coordination of the court's calendar, and processing of name changes and adoptions. Rebekah Thompson manages minor guardianships and conservatorships, and claims against estates. Michele Chason manages adult guardianships and conservatorships, with the part-time assistance of Joy Keirstead. Angel Dufour prepares the informal estate filings for review and approval by the Register. Each clerk is trained to collectively respond to the many customer inquiries received on a daily basis. Each probate clerk is methodic in managing their caseloads to ensure accuracy and timely completion prior to submission to the Register or Judge for action.

The Register of Probate requested an agency designation from the US Passport Acceptance Facility in 2018 in order to provide passport services for our customers. We resumed passport services in 2021 and currently require appointments for passports.

The Probate Court is open to the public without the need for an appointment and hearings have resumed in person.

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 agency works hand in hand with 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. Additionally, The Cumberland County Sheriff's Office operates a 600 bed correction facility whose mission is to provide a healthy, safe, secure, humane and cost effective environment in which to detain persons alleged or convicted of crimes. We are committed to being members of our community and not just a force. Together we make a stronger Cumberland County.

This annual report reflects the hard work and dedication of every member of the Cumberland County Sheriff's Office. Similar to the prior year, 2021 was met with many challenges that we continue to navigate as a result of the global pandemic. Additionally, we suffered from the national resignation phenomenon, with several employees leaving the corrections profession for other career opportunities. Toward the end of 2021, we saw individuals leave law enforcement for other careers or retirement as well. However, through the resilience of our staff, we were able to provide the services expected by those whom we serve.

During the strategic planning process in 2021, it was decided that the only goal for the next two years was employee retention and to attract others to fill the sixty-eight (68) vacancies, agency wide. While it has been a struggle to hire both corrections and law enforcement personnel, this is an opportunity to re-invent the corrections and law enforcement professions by examining our operations and become more efficient.

While COVID-19 and the periodic outbreaks at the jail occupied a fair amount of our efforts in 2021, the Cumberland County Jail staff were able to keep COVID-19 outbreaks to a minimum. We remained relatively healthy as a work force, and continued to serve the citizens of Cumberland County.

Law enforcement staff steadily provided law enforcement and investigative services throughout 2021 and we saw a minimal increase in the numbers of calls for services throughout the year. However, a concerning trend in 2021 was an increase in mental health related calls and suicides, which we continue to address.

Lastly, as the court system resumed operations, there was a slight increase in the number of civil services compared to the prior year.

I am very proud of the work and dedication exhibited by Corrections Officers, Deputy Sheriff's and the support staff each and every day. I truly appreciate their efforts under the stressful and uncertain circumstances that we have all faced in the last year.

Thank you for your continued support of the Cumberland County Sheriff's Office.





SHERIFF'S OFFICE

TOTAL CALLS FOR SERVICE

Cumberland County Law Enforcement received 32,581 calls for service in 2021, a .072% increase from 2020.

TRAFFIC STOPS

The Sheriff's Office conducted 5,357 traffic stops in 2021.

CRIMINAL INVESTIGATIONS

The Criminal Investigations Division saw detectives handling 1416 cases; this is 322 more cases than 2020.

SUPPORT SERVICES

The Cumberland County Sheriff's Office organized and/or attended eighteen (18) public events in 2021 all designed to support the needs of our community. Events ranged from senior awareness programs, and youth initiatives to consumer fraud awareness. We live and work here and understand the importance of helping create a safe and healthy community. These Community Outreach events were developed in a collaborative approach to support the needs of our community partners and address community safety, quality of life issues and improve community communication and understanding.

CIVIL PROCESS

Serves a variety of civil papers to include: civil lawsuits, divorce papers, and various landlord/tenant court documents. Due to court closures, executive orders, and CDC Eviction Moratorium, civil division received substantially less papers than 2019. They received 4,224 documents for service in 2021, achieving a service success rate: 75.33%.

JAIL POPULATION

3,239 bookings were processed in 2021. Average daily population is roughly 305 inmates per day. Average length of stay was 16 days, 6 hours. Male to female inmate ratio 4:1

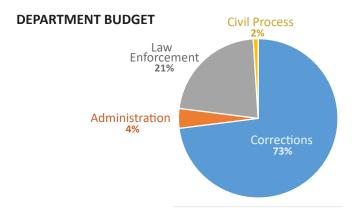
CORRECTIONS HEALTH CARE

Armor Correctional Health Services provides comprehensive medical, dental and mental health services to patients in the Cumberland County Jail. Armor Correctional Health Services had 2,201 medical clinic visits. This is a 322%

increase from 2020. Medical Assisted Treatment (MAT) Program started at the beginning of September 2019. In 2021 there were 156 total participants,78% of which were male and 22% of which were female.

DIVE TEAM

The Cumberland County Sheriff's Office Dive Team is continually prepared for any underwater emergency or investigation in, but not limited to, the waters of Cumberland County. The Dive Team conducted nine (9) 8-hour training sessions throughout the year. One training session provided support to the Sebago Lake Rotary Polar Dip in Raymond during the Sebago Lake fishing derby. The training sessions are designed to maintain the diver's underwater skills, dive equipment integrity, and water craft operation and navigation.



Additional Sources	Revenue
Grant Income	\$313,691.00
Civil Division	\$147,203.00
False Alarm- Law Enf.	\$ 5,425.00
Inmate Revenue:	
Commissary Revenue	\$ 225,835.00
Inmate Telephone/Tablets	\$ 300,409.00

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

Cumberland County's Violence Intervention Partnership (VIP) has worked for twenty-five years with local organizations to: coordinate a community response to domestic violence and sexual assault; hold offenders accountable; and enhance victim safety. The recent good news is that the United States Department of Justice has awarded the County's VIP with a three-year grant of nearly \$400,000 to strengthen our efforts against domestic violence and sexual assault, bringing the total to over \$4.7 million in federal funds supporting this project since its inception in 1997.

The 2021 grant award will increase the robust programming in place in Cumberland County through the Partnership, by funding several positions at non-profit agencies in collaboration with the County. The VIP grant supports an advocate from Through These Doors (TTD) who works with incarcerated victims at the Cumberland County Jail; a Multicultural advocate from Sexual Assault Response Services of Southern Maine who provides outreach and advocacy to New Mainers; and an "EPIC" (Enhanced Police Intervention Collaboration) advocate from TTD who will supervise EPIC teams throughout the County, provide services to high risk victims for Portland Police Department, and facilitate High Risk Response teams for both the County and PPD.

This past year during the pandemic, VIP and its partners have pivoted creatively to continue a coordinated response and provide services to victims of domestic and sexual assault. The VIP grant multicultural sexual assault advocate provided direct services to 26 victims; the grant also funded 129 hours of interpretation for 352 clients, almost double those served in 2020. The TTD incarcerated women's advocate worked with 69 victims and received national recognition for her creative pandemic response including a weekly magazine enthusiastically received by these victims. The abuse in later life advocate provided emotional support, referrals, and court advocacy services to 109 elder victims in 2021.

Our strong coordinated legal system response to domestic violence (DV) and sexual assault has continued, with specialized prosecutors, victim-witness assistants, and an investigator in our DA's Office, a specialist Probation Officer, and a DV Pretrial Case Manager. Even during the pandemic, these specialists participated in virtual monthly High Risk Response Team meetings (49 cases in 2021), along with TTD advocates and other partners, including local law enforcement and Cumberland County Jail staff.

Even more critical during the pandemic, the VIP grant has provided funding for practical expenses that allow survivors to transition to safer situations, such as security deposits, storage fees, and transportation. The COVID-19 pandemic and restrictions resulting from it have created increased danger for victims, especially for those living with an abusive partner. VIP also supports an Electronic Monitoring and Victim Notification Project, under the leadership of the Maine Pretrial Services DV Case Manager, who has supervised over 35 offenders using electronic monitoring. In 2021, he also provided intensive community supervision of 182 offenders who would otherwise have remained incarcerated awaiting trial.

Finally, VIP members have been working during the pandemic to solve access to justice challenges, help victims access Protection Orders with assistance from pro bono attorneys, develop best practices for firearms relinquishment from prohibited persons, and educate Specialty Court teams about domestic violence. In addition, 653 people were trained about domestic violence risk assessment, non-fatal strangulation, the challenges faced by immigrant survivors, and the dynamics of abuse in later life.



FACILITIES DEPARTMENT



William Trufant
Facilities Director

The Facilities staff of 24 managed and maintained a dozen buildings, which total over 410,000 square feet, and a fleet of 124 vehicles that traveled over 1.3 million miles. When you factor in our public parking garage, storage buildings, acres of parking lots and landscaping we are certainly busy.

Due to the COVID-19 restrictions, we were limited on projects that were able to be completed during the year. We worked on as many projects as feasible during this time 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 2021 and a list of some of the larger projects.

EMA/RCC - Over 700 work orders processed

- Providing continuous 24-hour service and reliability
- Completed LED replacement

FLEET – Over 580 work orders were processed

- Obtained and up-fitted 15 new vehicles and up-fitted/ converted an additional 7 vehicles for other departments
- Maintained 124 vehicles that traveled 1,382,118 total miles logged in 2021
- Prepared 7 vehicles for auction

JAIL - Over 1,600 work orders were processed

- Continuing to upgrade all pod lights to LED to increase energy efficiency
- Completed replacement of the boiler at the Community Corrections Center
- On-going upgrading of the camera system
- On-going upgrading the door controls system
- On-going painting projects throughout the Jail

JAIL (cont)

- Providing continuous 24-hour service and reliability
- Installed new flooring at Community Corrections Center with an upgraded Guard Station
- Installed new Intake Officer Station

GARAGE- Over 40 work orders were processed

- Updated equipment
- Conducted a Conditional Assessment for future planning
- Updated the sprinkler system on all floors

CCCH – Over 3,000 work orders were processed

- Updated the finish work in Courtrooms 1 and 7
- Jury Assembly Room LED's installed

DEEDS – Over 40 work orders were processed

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.



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 350 dedicated, talented employees.

With a staff of 6.5 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, hiring & retention, affirmative action, risk management & workplace safety, training & development, leaves of absence, workers' compensation, personnel policies, labor relations, collective bargaining, wellness programs and employee recognition.

Cumberland County hired 61 new Employees in 2021. 82 employees separated employment.

STRATEGIC GOALS

- Identify and implement human resources management best practices
- Align HR as a strategic partner with Cumberland County's operational departments
- Strive for an organizational culture that promotes high performance and morale, diversity, employee engagement, proactivity, resourcefulness, accountability, respect, customer service, and empowers employees to accomplish strategic goals and meet service needs
- Develop strong organizational leadership through a variety of staff training, professional development, and succession planning practices
- Attract, hire and retain highly qualified, motivated, and diverse employees with the skills, knowledge, experience, and commitment to support the County's vision and guiding principles
- Showcase Cumberland County's brand as being an "Employer of Choice" to compete for qualified employees in a tight regional labor market.
- Offer a wide range of employee benefits and competitive compensation to attract and retain qualified employees to provide County services and manage operations
- Maintain a safe workplace for employees and visitors

HIGHLIGHTS

The Covid-19 pandemic threw county supervisors, command staff and employees into rapid response mode and uncertainty again in 2021, with no clear end in sight. Taking the lead on Covid-19 workplace and employee protocols, human resources staff frequently had to react and respond to evolving guidance from the Maine CDC, and then

communicating those changing guidelines and county policies to employees. Human Resources contributed to the County's approach to employee and citizen health by swiftly communicating and implementing updates to programs, policies and guidelines covering everything from Family First, remote work, social distancing, masking and testing guidelines, travel policies and coordination of vaccine clinics. Human Resources was the primary resource for all administrative matters related to Covid-19, from communicating absences from work, family medical leaves and workers' compensation, following up on close contact occurrences, implementing quarantine and return to work guidelines, logging and documentation. HR Specialist Amy Jennings, and Administrative Captain Don Goulet at the Cumberland County Jail, carried a lot on their shoulders in this regard by responding to Covid-19 inquiries and potential exposures around the clock, 24/7. Remote work and video conferencing continued as an acceptable alternative way to conduct business and communicate. The County did its due diligence in maintaining a safe workplace by consistently following the guidelines of the Maine CDC, directives from the Maine Governor's Office, and executive policies.

SAFETY PROGRAM

The first safety committee meetings were held in January – February 2021 and continue to be very active and informative. Courthouse, LEC, CCJ, Windham Complex and Executive Safety Committee. Root cause analysis for accidents/injuries discussed and determined with each committee.

POLICIES CREATED OR REVISED

• Vehicle Use, Safety Training, Respiratory Protection, Hazard Communication/GHS, and Lockout Tagout.

Two Maine Municipal Safety Hazard Inspections were conducted: Courthouse and Deeds/Assessors. All safety items addressed for compliance.

- Chemical inventories completed for LEC, Courthouse and Windham. SDS books updated for compliance. Boomlift Certification classes were held in July and August 2021. Twelve Facilities employees were certified.
- The MMA online University was rolled out in March 2021. OSHA required online training classes are conducted as well as new employee training, electives and departmental specific training.
- Over 20 hours of safety training was completed with the kitchen and facilities staff at the Cumberland County Jail. Monthly safety training continues for our facilities and custodial crews.
- There were 46 Ergonomic Evaluations completed in 2021. These included installations, redo's, adjustments and education

EMPLOYEE BENEFITS

A new law was enacted by State Legislature, allowing optional changes to the one-time election requirement. Under the previous rule, County employees with optional membership who declined or terminated membership were not permitted to join or rejoin the plan. County Commissioners voted to adopt this new provision, which permits any County employee who previously declined membership in MPERS to have another opportunity to prospectively join the Plan, contributing on an after tax basis. Human Resources provided relevant information and notification to all eligible employees of this opportunity.

In November, 2021, Employees who previously declined membership and had been employed by the County for 5 or more years were allowed a one-time opportunity to enroll under this special enrollment period. 47 County

Employees were eligible to enroll. Going forward, the County will annually offer eligible employees who have been employed less than 5 years, and those that reach their 5-year anniversary reached between enrollment periods, the opportunity to join MPERS on a prospective basis during an open enrollment period from September 1st through November 1st.

STAFFING AND RECRUITMENT

2021 was another very challenging year for attracting and hiring employees to fill vacant County positions, notably correction officers at the Cumberland County Jail with 65 vacancies. Vacancies also increased at the Cumberland County Regional Communications Center for 911 dispatchers, and at the Cumberland County Sheriff's Officer for patrol deputies and detectives.

The HR Department continued working with command staff at the Sheriff's Office to improve, shorten, and streamline the correction officer hiring process. The County participated in several virtual job fairs and recruiting events, as well as an increased presence on social media platforms. To compete for qualified job candidates in a tight regional labor market the County must act proactively, strategically, creatively and aggressively in its recruitment and retention efforts, including positioning ourselves as an employer of choice.

In November 2021, the County hired full-time personnel Recruiter, Mary Payson, to focus on updating and modernizing the County's current recruitment efforts, application process, 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, Tom Witham, corrections officer is working with Mary two days per week in an attempt to fill corrections officer vacancies.

EMPLOYEES BY DEPARTMENT

139	Sheriff's Office – Jail
63	Sheriff's Office – Law Enforcement
35	Communications
31	District Attorney's Office
23	Facilities

10.5	Executive/Administration
10	Sheriff's Office – Administration
7.5	Probate
6.5	Emergency Management
7	Sheriff's Office – Civil

7	Assessing
7	Deeds
5	IT
5.5	Human Resources
4.5	Finance



INFORMATION TECHNOLOGY



Aaron Gilpatric
IT Director

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.

2021 was a very busy year for the Cumberland County IT Department. A backlog of delayed projects from the previous year, coupled with implementing and adapting technology to service the 'new normal' of hybrid working ensured IT staff always had something to do.

The IT department welcomed three new staff members in 2021. In between getting them up to speed and trained on our unique environment, the continuing need to support and secure a hybrid workforce required new products and ideas. In order to provide security and visibility to a hybrid workforce, the IT staff upgraded to a cloud-based endpoint security platform. This allows remote monitoring and management of devices even when off our network. Staff next upgraded the County's Citrix environment to the latest version, and migrated the secure gateway service to the Citrix Cloud connector system. By leveraging cloud infrastructure for both of these products it ensures systems are always patched, secured, and available.

As the backlog of 2020 projects began being executed in 2021 IT staff had a lot of computers to replace. Many desktop computers were replaced with laptops and docking stations to provide for a hybrid workforce. Computers were replaced all across County departments including; Executive, Finance, the Probate office, the Registry of Deeds, the Jail, Patrol, and Regional Communications. New computers were also supplied for some of the newest positions in the County workforce; the County's Staff Recruiter, and Public Health Manager. Postponed server upgrade projects were also conducted in 2021, with the migration and upgrade of the jail medical records server, as well as

the upgrade of the Sheriff's Office public safety server.

The IT department also assisted the Regional Communications Center in getting their emergency operations center outfitted and operational in 2021. New switches and fiber modules were purchased and deployed to provide fast connectivity for when dispatchers need to stand up their EOC operations. New computers, monitors, and phones were installed and configured to ensure their EOC has all the capability of their day-to-day operations center.



FINANCE DEPARTMENT



Alex KimballDeputy 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

The Finance Department is proud to serve along with the HR and Executive departments as the support staff that enables all the other county departments to perform their essential services for the residents of Cumberland County.







BUDGET OVERVIEW AND HIGHLIGHTS







Alex KimballDeputy Manager,
Finance & Admin

On behalf of the Cumberland County Commissioners, I would like to present the County's 2022 General Fund and Jail budgets.

The 2021 budget gave us an understanding how to build a budget during pandemic times. This allowed us to cautiously build the 2022 budget, carefully bringing back some of the reductions we made the prior year. The employment environment definitely has changed, and the County is seeing a number of stressors on the 2022 budget. The budget can be broken down in the following themes:

Hiring and Retaining Employees

The pandemic has significantly impacted the workforce, creating issues for employers to hire. This environment has given negotiating power to the candidates. Employers find themselves having to increase starting pay to attract candidates for the open positions. Over the last year, the County has

experienced a reduction in the workforce, smaller applicant pools and a need to constantly identify the market for certain classifications in pay. Adjustments to salaries were necessary in order to hire and/or retain the County's workforce. The County underwent a market study for some of the tougher non-union positions to hire. The market study not only provided the County pay ranges, but also aided in amending the pay scale. Staff will be working with the Commissioners in early 2022 to implement the non-union pay plan. The Commissioners have set-aside \$100,000.00 in the 2022 for this work.

The County underwent a market study for some of the tougher non-union positions to hire. The market study not only provided the County pay ranges, but also aided in amending the pay scale. Staff will be working with the Commissioners in early 2022 to implement the non-union pay plan. The Commissioners have set-aside \$100,000.00 in 2022 for this work.

Health Insurance - Increase Subscribers

As staff prepared the 2022 salary and benefit lines for departments, one item jumped out as a significant increase. The pandemic has brought changes to households, where a new job may have occurred, loss of job or another pandemic related change. We noticed more employees taking County sponsored health insurance than in years past. Those who received the stipend for not taking County health in the past, some moved into the County health option. Others that may have only taken single subscriber increased their plan to single with dependent or family. Either way, the County saw a significant bump in the health insurance line for most departments.

Tax Stabilization Account

In 2021, staff presented a plan to the Commissioners that would have used 2020 year-end fund balance to support a tax stabilization account attempting to reduce the tax rate impact. In the 2021 budget, we used \$400,000 and created a tiered system over a set number of years (see chart below). The 2022 budget builds on this concept by adding an additional \$300,000 of 2021 year-end fund balance. This allows additional funding to be added each year, but also pushes out the weaning-off of this account over a set period of time with little financial impact at the conclusion.

Stabilization Plan	400K in 2021	300K in 2022	Total Impact
Budget Year 2021	\$200,000.00		\$200,000.00
Budget Year 2022	\$150,000.00	\$50,000.00	\$200,000.00
Budget Year 2023	\$50,000.00	\$100,000.00	\$150,000.00
Budget Year 2024	\$0.00	\$100,000.00	\$100,000.00
Budget Year 2025		\$50,000.00	\$50,000.00

BUDGET OVERVIEW AND HIGHLIGHTS

AMERICAN RESCUE PLAN

The US Congress passed the American Rescue Plan Act in March of 2021. The County received 57M from the funding package. In May of 2021, the County received it's first of two tranches of funding in the amount of just over 28M. The County quickly went to work on determining the County's needs, while abiding by the Department of Treasury's guidelines. A few of the more substantial projects the County funded through ARPA are:

- Jail & Courthouse HVAC investment, expansion, cleaning
- Jail Medical Expansion and covering contract deficit
- Communications Expansion, consoles and radio upgrade
- Cross Insurance Arena generator hook-up & half-house curtains (rev loss)
- Hiring and retaining employees at the Jail
- Homeless Shelter contributions in Portland and Brunswick
- Study homelessness in the Lakes Region

These funds have also been used to create additional capacity within County departments. The hiring of a "Recruiter" will allow the County to have a knowledgeable staff member 100% focused on hiring County positions. The newly created "Compliance & Audit Manager" is tasked with distribution and tracking of the ARPA funding. Lastly, the County created a "Public Health Office", which is adding capacity to the region's public health effort and providing coordination in filling the existing gaps in service.

Come May of 2022, the County will receive its second tranche of funding. This will allow the County to fund additional County projects as well as distribute the funds to eligible stakeholders around the county.

BUDGET PROCESS

The 2022 budget proposed no new initiatives (ARPA funded those) and increases were more an attempt to slowly build back line item reductions from the 2021 budget. The General Fund Budget was developed based on need for the coming year. To their credit, many department heads understood that cuts from 2021 were not going to all come back at once.

The Budget was up 1.6M (excluding enterprise and grants) in expenditures for 2022. Of the 1.6M in new expenditures, 1.3M would need to be raised by the tax rate, an increase of 3.87%.

TOTAL BY BUDGET CATEGORY	2021 Adopted	2022 Adopted	\$ Change	% Change
COUNTY GENERAL FUND	\$23,141,937	\$24,092,633	\$950,696	4.11%
JAIL BUDGET	\$20,579,182	\$21,517,069	\$937,887	4.58%
CROSS INSURANCE ARENA	\$3,430,474	\$3,151,010	(\$279,464)	(8.15%)
TOTAL EXPENSES	\$47,151,594	\$48,760,712	\$1,609,118	3.41%
ENTERPRISE FUNDS	\$9,698,974	\$11,362,957	\$1,663,983	17.16%
GRANTS	\$3,094,100	\$3,216,100	\$122,000	3.94%
TOTAL EXPENDITURES	\$59,944,668	\$63,339,769	\$3,395,101	5.66%



BUDGET OVERVIEW AND HIGHLIGHTS

TOTAL NEEDS FROM TAXES	2021 Adopted	2022 Adopted	\$ Change	% Change
COUNTY GENERAL FUND	\$16,437,529	\$17,469,060	\$1,031,531	6.28%
JAIL BUDGET	\$14,197,182	\$14,765,069	\$567,887	4.00%
CROSS INSURANCE ARENA	\$3,430,474	\$3,151,010	(\$279,464.00)	(8.15)%
TOTAL	\$34,065,185	\$35,385,139	\$1,319,954	3.87%

JAIL FUNDING

Consistent with other years, the County was forced to take the 4% increase allowed by State Statute for the Jail Budget. The Jail budget for the most part is made primarily of fixed costs. Reduction of upwards of 300K in revenue in 2022, required the County to raise the 4% allowed.

JAIL REVENUES	2021 Adopted	2022 Adopted	\$ Change	% Change
STATE OF MAINE	\$3,127,000	\$3,127,000	\$0	0%
FEDERAL BOARDING	\$2,675,000	\$2,675,000	\$0	0%
COUNTY BOARDING	\$500,000	\$500,000	\$0	0%
OTHER REVENUES	\$80,000	\$80,000	0	0%
TOTAL REVENUES	\$6,382,000	\$6,382,000	\$0	0%
JAIL EXPENSES	\$20,033,137	\$20,579,182	\$546,045	3.98%
JAIL NEEDS FROM TAXES	\$13,651,137	\$14,197,182	\$546,045	4.00%

The County Commissioners worked through the 2021/2022 jail budget in May and June, ultimately approving the Jail Budget at their June 2021 meeting. The Jail budget is up \$615,000.00 from the previous year, having a Needs from Taxes of \$567,887.00 or 4.00%. 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 2022 budget.

Jail Revenue Adjustment (Notabl	e)
50% Reduction in County Border Revenue	(-\$250,000)
25% Reduction in Other Revenues	(-\$20,000)
Jail Expense Adjustment (Notabl	e)
Wages	\$463,141
Benefits	\$ 57,661
Contracted Services (i.e. Jail Medical Contract)	\$377,572
DOC Pre-Trial	\$ 25,000

Cumberland County, ME cumberlandcounty.org 2

BUDGET OVERVIEW AND HIGHLIGHTS

CROSS INSURANCE ARENA

We started the 2021/22 budget on a high note. Summertime, a time that is typically slow for the arena saw some early acts out on the road itching to perform during a lull in the pandemic. Additionally, staff worked with a local semi-pro lacrosse team to host three summer games in the arena. Once September/October came around, staff was hired up and the busy season began. Covid policies for events were implemented to keep event goers safe. We did experience some no-show ticket holders, as the Arena was not immune to what was happening nationally. The 2021/2022 event season will pick up in 2022. The Cross Insurance Arena is the third busiest arena in the Spectra Management portfolio of over 200 venues nationwide. We are looking for great things over the next five months. 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 rental, concessions and sponsorships at the Arena. Annual budget shortfalls, at the Arena, are passed onto the tax rate. The Arena came in just under 58K under the 2020/2021 budget.

CROSS INSURANCE ARENA	2019-20 Adopted	2020-21 Adopted	\$ Change	% Change
BONDED PRINCIPLE & INTEREST	\$2,182,500	\$2,065,986	(\$116,514)	-5.33%
REVOLVING LINE OF CREDIT	\$654,024	\$614,488	(\$39,536)	-6.04%
OPERATIONAL	\$651,671	\$750,000	\$98,329	15.09%
TOTAL	\$3,488,195	\$3,430,474	(\$57,721.00)	-1.65%

HUMAN SERVICES AND GRANTS

Each year the County tries to do its part in supporting non-profits throughout the region. A few years ago, the County Commissioners moved towards greater accountability and data sharing by partnering with the Thrive2027 Goal allocation process (United Way). Even though we contribute to Thrive2027, some agencies fall outside the qualifications; hence, the County works with those independent organizations on some level of funding.

PUBLIC SERVICES & GRANTS	2021 Adopted	2022 Adopted	\$ Change	% Change
PUBLIC SERVICES & GRANTS	\$275,000	\$275,000	\$0	0.00%
TOTAL	\$275,000	\$275,000	\$0	0.00%

ORGANIZATION	2020	2021
Extension Association	\$115,000	\$115,000
Thrive2027	\$100,000	\$100,000
Soil & Water	\$18,000	\$18,000

ORGANIZATION	2020	2021
Portland Library	\$10,000	\$10,000
Tedford House	\$15,000	\$15,000
Casco Bay CAN	\$16,000	\$16,000
Coastal Counties Workforce	\$ 1,000	\$1,000



BUDGET OVERVIEW AND HIGHLIGHTS

DEBT/CAPITAL/TAN

The 2022 General Fund Budget includes allocations to cover the costs of previous bonds, fund a new 1.35M bond in 2022 and the non-debt capital reserve. It should be noted that the proposed bonding of 2.15M in 2021 was cancelled and never went out to bid. Staff in 2022 are proposing a bond to cover the cost of the Jail Roof replacement and the continued work on the Jail Windows. In 2022, staff proposed a flat budget for the annual Tax Anticipated Note cover the County's short-term loan in 2022.

DEBT / CAPITAL / TAN	2021 Adopted	2022 Adopted	\$ Change	% Change
BONDED DEBT PRINCIPAL	\$709,561	\$659,753	(\$49,808)	(7.02%)
BONDED DEBT INTEREST	\$184,680	\$180,201	(\$4,479)	(2.43%)
CAPITAL RESERVE	\$332,100	\$339,100	\$7,000	2.11%
TAN LOAN	\$161,000	\$161,000	\$0	0.0%
TOTAL	\$1,387,341	\$1,340,054	(\$47,287)	(3.41%)

CAPITAL NEEDS

This year we are proposing a smaller than normal bond for larger priced capital projects. These projects include:

Jail Roof	\$1,300,000	20 Year
Jail Window Replacement	\$50,000	10 Year

CALENDAR YEAR VS. FISCAL YEAR

The County currently operates on a Calendar Year cycle for its General Fund Budget. The County has two budgets that fall under the fiscal year cycle of July to June. The 2018 and 2019 Finance Committees urged the County Commissioners to move in the direction of a fiscal year budget for the County General Fund. This recommendation came based on many positive attributes of such a change.

The County Commissioners instructed staff to move towards making the switch back in 2021, but due to the pandemic, the Commissioners opted to move off from the July 2021 roll-out of the budget year switch. Now that we have a better understand of the environment we are doing business in, the Commissioners have reactivated the budget year change. Mayors, Chairs and Town Managers have all be notified, as of January 2022, of the County's desires to move towards a fiscal year budget starting July 2023.







STATEMENT A

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF NET POSITION DECEMBER 31, 2021/JUNE 30, 2021

	_	overnmental Activities	usiness-type Activities		Total
ASSETS					
Current assets:					
Cash and cash equivalents	\$	46,971,949	\$ 803,775	\$	47,775,724
Accounts receivable (net of allowance for uncollectibles)		2,308,095	50,791		2,358,886
Prepaid items		2,947	37,885		40,832
Inventory		-	15,408		15,408
Total current assets		49,282,991	907,859		50,190,850
Noncurrent assets: Capital assets:					
Land, infrastructure and other assets not being depreciated		5,041,834	600,000		5,641,834
Buildings and equipment, net of accumulated depreciation		19,423,592	23,191,310		42,614,902
Total noncurrent assets		24,465,426	23,791,310		48,256,736
TOTAL ASSETS		73,748,417	 24,699,169	_	98,447,586
DEFERRED OUTFLOWS OF RESOURCES					
Deferred outflows related to OPEB		1,426,397	-		1,426,397
Deferred outflows related to pensions		4,652,697	 _		4,652,697
TOTAL DEFERRED OUTFLOWS OF RESOURCES		6,079,094	-		6,079,094
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$	79,827,511	\$ 24,699,169	\$	104,526,680



STATEMENT A (CONTINUED)

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF NET POSITION DECEMBER 31, 2021/JUNE 30, 2021

	overnmental Activities	usiness-type Activities		Total
LIABILITIES Ourse of the billions				
Current liabilities: Accounts payable Accrued interest	\$ 4,035,305 23,046	\$ 172,667	\$	4,207,972 23,046
Other liabilities	1,404,349	341,104		1,745,453
Current portion of long-term obligations	 950,454	 1,679,266		2,629,720
Total current liabilities	6,413,154	2,193,037		8,606,191
Noncurrent liabilities: Noncurrent portion of long-term obligations:				
Bonds payable	4,325,807	24,811,348		29,137,155
Accrued compensated absences	1,787,370	-		1,787,370
Net OPEB liability	3,707,893	-		3,707,893
Net pension liability	 899,239	-		899,239
Total noncurrent liabilities	 10,720,309	 24,811,348		35,531,657
TOTAL LIABILITIES	17,133,463	 27,004,385		44,137,848
DEFERRED INFLOWS OF RESOURCES				
Deferred revenues	1,703,961	867,205		2,571,166
Deferred inflows related to OPEB	1,809,521	-		1,809,521
Deferred inflows related to pensions	12,641,821	 -		12,641,821
TOTAL DEFERRED INFLOWS OF RESOURCES	 16,155,303	 867,205		17,022,508
NET POSITION				
Net investment in capital assets	22,797,026	(2,699,304)		20,097,722
Restricted for: Jail fund	1,722,074	-		1,722,074
Capital projects funds	3,257,160	-		3,257,160
Grant programs	28,746,479	-		28,746,479
Unrestricted (deficit)	(9,983,994)	(473,117)		(10,457,111)
TOTAL NET POSITION	 46,538,745	 (3,172,421)	-	43,366,324
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES				
AND NET POSITION	\$ 79,827,511	\$ 24,699,169	\$	104,526,680



STATEMENT B

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2021/JUNE 30, 2021

			Program Revenues		Net (Expe	Net (Expense) Revenue and Changes in Net Position	Chang	les
Functions/Programs	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities		Total
Governmental activities:								
Executive Department	\$ 715,696	٠ ج	· •	٠ ج	\$ (715,696)	· &	s	(715,696)
Finance	583,724				(583,724)			(583,724)
Register of Deeds	986,872	5,245,625	•	•	4,258,753	•		4,258,753
Register of Probate	695,848	818,897	•	•	123,049	•		123,049
Emergency Management	1,014,028	•	329,363	•	(684,665)	•		(684,665)
Sheriff - County Services	10,648,268	2,318,639	4,251,833	•	(4,077,796)	•		(4,077,796)
Jail	19,475,840	3,056,361	3,129,054	•	(13,290,425)	•	_	13,290,425)
District Attorney	2,012,008	•	134,239	•	(1,877,769)	•	•	(1,877,769)
Human Resources	580,171	•	•	•	(580,171)	•		(580,171)
Facilities	2,161,295	•	•	•	(2,161,295)	•		(2,161,295)
Management System	868,543	•	•	•	(868,543)	•		(868,543)
Agency Grants	153,000	•	•	•	(153,000)	•		(153,000)
Parking Garage	232,119	776,281	2,400	•	546,562	•		546,562
Communications	3,365,086		1,477,794	•	(1,887,292)	•		(1,887,292)
Other	5,672,218	438,301	28,650,437	•	23,416,520	•	•	23,416,520
Unallocated Depreciation Expense (Note 5)*	355,416	•	•	•	(355,416)	•		(355,416)
Interest on Long-term Debt	110,457	•	•	•	(110,457)	•		(110,457)
Total governmental activities	49,630,589	12,654,104	37,975,120	•	998,635			998,635
Business-type activities: Cross Insurance Arena	4,673,172	481,902				(4,191,270)		(4,191,270)
Total business-type activities								
Total government	\$ 54,303,761	\$ 13,136,006	\$ 37,975,120	- -	998,635	(4,191,270)		(3,192,635)

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



STATEMENT B (CONTINUED) COUNTY OF CUMBERLAND, MAINE

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2021/JUNE 30, 2021

	Governmental Activities	Business-type Activities	Total
Changes in net position: Net (expense) revenue	998,635	(4,191,270)	(3,192,635)
General revenues: Taxes:			
Property taxes, levied for general purposes Miscellaneous	34,065,186 424,278	-	34,065,186 424,278
Total general revenues	34,489,464		34,489,464
Transfers (different fiscal years)	(3,911,683)	4,049,030	137,347
Change in net position	31,576,416	(142,240)	31,434,176
NET POSITION - JANUARY 1/JULY 1, RESTATED	14,962,329	(3,030,181)	11,932,148
NET POSITION - DECEMBER 31/JUNE 30	\$ 46,538,745	\$ (3,172,421)	\$ 43,366,324



STATEMENT C

COUNTY OF CUMBERLAND, MAINE

BALANCE SHEET - GOVERNMENTAL FUNDS DECEMBER 31, 2021

		General Fund	lmp	Capital Improvements	Jail Fund		BOC/Jail CIP Fund	ARPA Fund	8	Other Governmental Funds	Total Governmental Funds	Total ernmental ⁻ unds
ASSETS Cash and cash equivalents	↔	16,494,660	↔	•	€	↔	1	\$ 28,668,339	↔	1,808,950	\$ 46,9	46,971,949
Accounts receivables (net of allowance for uncollectibles)		200,349		•	879,289		•	'		1,228,457	2,3	2,308,095
Due from enterprise fund Prepaid items Due from other funds		2,947 2,457,514		1,957,540	3,001,473		853,125			2,190,531	10,4	2,947 10,460,183
TOTAL ASSETS	↔	19,155,470	↔	1,957,540	\$ 3,880,762	မှ	853,125	\$ 28,668,339	↔	5,227,938	\$ 59,7	59,743,174
LIABILITIES Accounts payable	↔	2,979,649	↔	90,506	\$ 454,727	↔	11,584	\$ 16,007	↔	512,832	\$ 4,0	4,035,305
Other liabilities Due to other funds		1,404,349 8,002,669					' '	- 793,767		1,663,747	1,4 4,0	1,404,349 10,460,183
TOTAL LIABILITIES		12,386,667		902'09	454,727		11,584	809,774		2,176,579	15,8	15,899,837
DEFERRED INFLOWS OF RESOURCES Deferred revenue TOTAL DEFERENCE INC. OWE OF		1		'	1,703,961					1	1,7	1,703,961
RESOURCES		1		1	1,703,961		1			1	1,7	1,703,961
FUND BALANCES Nonspendable Postricted		2,947		- 207 034	- 170 627 1		, LA	- - - - - - -		- 406 400	23.7	2,947
Committed		'			1,0,221,1		2	, ,		,	,)	2, 2,
Assigned		- 765 050		•	•		•	1		2,478,238	4,0	2,478,238
TOTAL FUND BALANCES		6,768,803		1,897,034	1,722,074		841,541	27,858,565		3,051,359	42,1	3,332,476 42,139,376
TOTAL LIABILITIES, DEFERRED INFLOWS												

OF RESOURCES AND FUND BALANCES \$ 19,155,470 \$

59,743,174

↔

5,227,938

\$ 28,668,339 \$

853,125

⇔

\$ 3,880,762

1,957,540

See accompanying independent auditor's report and notes to financial statements.



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STATEMENT E

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS FOR THE YEAR ENDED DECEMBER 31, 2021

	General Fund	Capital Improvements	Jail Fund	BOC/Jail CIP Fund	ARPA Fund	Other Governmental Funds	Total Governmental Funds
REVENUES Taxes Intergovernmental Revenues	\$ 19,868,003		\$ 14,197,183	υ ι	\$ 28.650.437	\$ 4.251.833	\$ 34,065,186
Charges for Services	6,752,355	1	3,056,361	1		2,845,388	12,654,104
Miscellaneous Revenues TOTAL REVENUES	31,019 28,595,173	160,628 160,628	6,053 20,388,651		17,902 28,668,339	208,676 7,305,897	424,278 85,118,688
EXPENDITURES							
Current:	!						
Executive Department	715,696	•	•	•	•	•	715,696
Tinance	383,724	•	•	•	•	' 000	283,724
Register of Probate	683 322					12 526	960,262
Emergency Management	682.344	•	•	•	•	331,684	1.014,028
Sheriff - County Services	7,003,758	•	•	•	•	3,157,900	10,161,658
Jail	•	•	18,736,852	•	•	•	18,736,852
District Attorney	2,010,044	•		•	•	•	2,010,044
Human Resources	580,171	•	•	•	•	•	580,171
Facilities	2,141,521	•	•	•	•	•	2,141,521
Management System	843,615	•	•	•	•	•	843,615
Agency Grants	153,000	•	•	•	•	•	153,000
Parking Garage	113,652	•	•	•	•	•	113,652
Communications	3,209,328	•	•	•	1	1 000	3,209,328
Other Dakt Service:	218,731	1	1		809,774	4,427,033	5,455,538
Debt Selvice.	611 580	,	,	,	,	•	611 580
Interest	193 002	'	'		'	'	193,002
Capital Expenditures	1 '	1.059.461	255.816	97.154	•	643,005	2.055,436
TOTAL EXPENDITURES	20,451,381	1,059,461	18,992,668	97,154	809,774	8,844,517	50,254,955
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	8,143,792	(898,833)	1,395,983	(97,154)	27,858,565	(1,538,620)	34,863,733
OTHER FINANCING SOURCES (USES) Transfers In Transfers (Out)	(3,312,429)	1,792,429	1 1	100,000	1 1	1,420,000	3,312,429
ransfer to Cross Insurance Arena TOTAL OTHER FINANCING SOURCES (USES)	(3,911,683)	1,792,429		100,000		1,420,000	(3.911,683) $(3.911,683)$
NET CHANGE IN FUND BALANCES (DEFICITS)	919,680	893,596	1,395,983	2,846	27,858,565	(118,620)	30,952,050
FUND BALANCES (DEFICITS) - JANUARY 1, RESTATED	5,849,123	1,003,438	326,091	838,695	1	3,169,979	11,187,326
FUND BALANCES (DEFICITS) - DECEMBER 31	\$ 6,768,803	\$ 1,897,034	\$ 1,722,074	\$ 841,541	\$ 27,858,565	\$ 3,051,359	\$ 42,139,376

See accompanying independent auditor's report and notes to financial statements.

