



CITY OF BELFAST

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City Manager

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MANAGER'S REPORT

Belfast City Council Meeting
Tuesday, March 3, 2026

6:45 p.m. Request to go into an Executive Session on a Legal Matter with the City Attorney pursuant to 1 M.R.S.A. 405 (6) E.

7:00 p.m. Regular Council Meeting

TO: Mayor Eric Sanders and Honorable Members of Belfast City Council

FROM: Erin Herbig, City Manager

DATE: Thursday, February 26, 2026

Agenda Items:

10-A Request to appoint Adrien Lumumba of Scarborough as the Parks and Recreation Director for the City of Belfast.

The City of Belfast advertised for the position of Parks & Recreation Director beginning on November 19th, 2025. Applications were due on January 7th, 2026. We received 18 applications.

On January 14th, the Parks & Recreation Director Hiring Committee held first-round interviews with 6 well-qualified candidates, narrowing it down to 2 candidates for second-round interviews.

The Parks and Recreation Director Hiring Committee was composed of HR Administrator Nancy Driscoll, Councilor Mary Mortier, Councilor Paul Dean, and me.

Following second round interviews on January 21st, the Hiring Committee unanimously selected Adrien Lumumba of Scarborough as the new Director of the City of Belfast Parks and Recreation Department.

Adrien Lumumba has a bachelor's degree in Recreation Management and Policy from the University of New Hampshire, and a master's degree in Sports Management from West Virginia University. He brings with him extensive experience leading facilities operations, most recently serving as Associate Athletic Director of Facilities, Capital Projects and Event Management at Rice University. Prior to this, Mr. Lumumba served as the Assistant Athletic Director at the University of New Hampshire where he managed staff, oversaw capital improvement projects and a large operations budget all while working closely with City officials, donors, and local stakeholders. He has built his career on creating environments where people can connect, thrive and take pride in shared spaces. We look forward to him continuing that work for the City of Belfast and are confident he will be an asset to the Department and the community.

If approved by the City Council, the Hiring Committee requests that a motion is made to appoint Adrien Lumumba of Scarborough as the Parks and Recreation Director for the City of Belfast.

Please see the attached cover letter, resume, advertisement, and job description (10-A) providing further detail. Mr. Lumumba and I will be present at the meeting.

10-B Request to appoint Carolyn Steves of Belfast as the Assistant to the Parks and Recreation Director and Pool Operator for the City of Belfast.

In March 2025, the City of Belfast hired Carolyn Steeves as the part-time Seasonal Pool Operator for the Parks and Recreation Department. Ms. Steeves worked under the supervision of the previous Parks and Recreation Director to support the operation and maintenance of the

City's pool facilities in addition to a variety of tasks at the direction of the Parks and Recreation Director.

Following the former Director's departure in the Fall of 2025, Ms. Steeves stepped up to provide Parks and Recreation administrative support while the City looked to hire a new Director. During this time, she continued to provide seamless customer service in person, by email and phone ensuring that all facility inquiries and rentals for the upcoming season were reviewed and approved in a timely manner as well as keeping up with all department purchases as needed.

The Parks and Recreation Department is important to the citizens of Belfast, and the personnel and equipment that is needed to support that is critical. In a full-time capacity, as the Assistant to the Parks and Recreation Director and Pool Operator, Ms. Steeves will aid the new Director to better fulfill the needs of the Department, as well as the expectations of the community, by fostering active communication and coordination with local organizations and individuals. The Parks, Trails and Recreation Committee fully supports this request.

If approved by the City Council, City staff request that a motion is made to appoint Carolyn Steves of Belfast as the Assistant to the Parks and Recreation Director and Pool Operator for the City of Belfast.

Please see the attached cover letter, resume, and job description (10-B) providing further detail. Ms. Steeves and I will be present at the meeting.

10-C Request from the Fire Chief to promote Colby Robbins of Montville as the new Assistant EMS Chief for the City of Belfast Fire and Ambulance Department.

The City of Belfast advertised the position of Assistant EMS Chief for the Belfast Fire and Ambulance Department beginning on January 8, 2026. Applications were accepted until February 4, 2026. The City received five applications.

On February 10, 2026, the Assistant EMS Chief Hiring Committee held interviews with five well-qualified candidates. The Hiring Committee was composed of Fire Chief Patrick Richards, HR Administrator Nancy Driscoll, and me.

Following the interview, the hiring committee unanimously selected Colby Robbins of Montville as the new Assistant EMS Chief for the City of Belfast Fire and Ambulance Department.

Mr. Robbins was first hired by the City of Belfast in 2017 as a per-diem Paramedic, and in January 2025 was confirmed as a full-time Firefighter/Paramedic. In the last year he has demonstrated his ability to be a highly responsible and collaborative leader, bringing with him to this role experience with overseeing daily operations, staffing, training, quality assurance, and interagency coordination through his leadership roles within multiple EMS organizations in Maine.

This position is a vital aspect of the City's public safety team and is responsible for all EMS and firefighting work functioning and responding as an ALS provider to medical emergencies as well as fire related emergencies for the purpose of saving lives and protecting property. I am confident Mr. Robbins, if confirmed, will serve our community and the department well.

If approved by the City Council, City staff requests that a motion is made to confirm Colby Robbins as Assistant EMS Chief for the City of Belfast. If appointed, Colby Robbins will be sworn in by the City Clerk.

Please see the attached memo, cover letter, resume, advertisement, and job description (10-C) providing further detail. Chief Richards, Mr. Robbins, and I will be present at the meeting.

10-D Housing and Property Development Committee review of their findings on the proposed amendments to the City Code of Ordinances Chapter 94 Subdivision, Chapter 98 Technical Standards and Chapter 66 General Provisions.

At the Regular City Council Meeting of February 3, 2026, the City Council conducted a Presentation, Public Hearing and First Reading of the proposed amendments to the City Code of

Ordinances Chapter 94 Subdivision, Chapter 98 Technical Standards and Chapter 66 General Provisions. These proposed amendments represent the culmination of a multi-month, public process undertaken to modernize the City's Subdivision regulations, which had not been substantially amended since the early 1990s.

Following the Public Hearing, the City Council requested additional feedback from the Housing and Property Development Committee on the proposed amendments to be presented at the March 3, 2026, Council Meeting before conducting a Public Hearing and Second Reading on March 17, 2026.

The Housing and Property Development Committee has worked on this topic for over a year. The discussions initially began in January 2024 when the Committee held a Developers Forum in which technical standards were noted as being an impediment to development by attendees. They continued to have general discussions on this topic determining at their Housing and Property Development Committee Workshop on January 6, 2025, that part of their focus for the new year would include impediments to development including technical standards, infrastructure, and permitting fees.

In February 2025, the Committee was notified that the Planning Board intended to review the subdivision ordinance and agreed to assist. In April 2025, the Housing and Property Development Committee Meeting reinstated a subcommittee to look at how best to assist the Planning Board and began looking at various aspects of technical standards. The Committee held a joint Work Session with the City Council on May 6, 2025, in which they discussed their plans to support Planning Board Review of City Code of Ordinances to Chapter 94 Subdivision, Chapter 98 Technical Standards.

On July 31, 2025, the Committee sent a letter to the Planning Board regarding their support for the Planning Board's ongoing consideration of potential amendments to simplify and streamline Belfast's subdivision ordinance. As the Planning Board's work on this would take time, the subcommittee determined it would continue to track the progress. The Committee sent a second letter to the Planning Board on September 24, 2025, encouraging the Planning Board to adopt and incorporate State minimum guidelines and standards. Throughout the fall of 2025, the

Committee continued to review how best to support the Planning Board moving forward and continued to track their progress.

The Housing and Property Development Committee was scheduled to meet last Monday, February 23rd, to review the proposed amendments to the City Code of Ordinances to Chapter 94 Subdivision, Chapter 98 Technical Standards and Chapter 66 General Provisions, as requested by the City Council. Unfortunately, due to inclement weather, the meeting was rescheduled for today, Thursday, February 26th, at 6:00PM. As they will be meeting following the publication of the Council packet, City staff will provide the Council with the Committee's findings prior to the start of the March 3rd Council Meeting to ensure that the Council has time to review.

Please see the attached July 31, 2025, and September 24, 2025, letters the Housing and Property Development Committee submitted to the Planning Board (10-D). Representatives from the Committee as well as staff liaison Deputy Economic Development Director Joellyn Warren will be present at the meeting to present and answer any questions.

10-E Request from the Deputy Economic Development Director to submit a grant application to the Maine Department of Transportation Infrastructure Adaptation Fund to support repairs to the Belfast Armistice Footbridge.

At the Regular City Council Meeting of December 16, 2025, the City consultant from Vanasse Hangen Brustlin, Inc. (VHB) presented findings from the recent inspection conducted on the Belfast Armistice Footbridge. The City engaged VHB to perform a routine visual condition inspection of the Lower Bridge (Footbridge) over Passagassawakeag River, Bridge No. 2477. The bridge is approximately 1030' long with eighteen spans. The superstructure in all other spans is supported on stone masonry piers and abutments from the original 1920's highway bridge that were rehabilitated in 2006.

VHB has provided recommendations for repairs and maintenance to the footbridge. However, the inspection report did not provide a detailed plan related to the recommendations or costs to

complete the work. At this time, staff recommend that the City seek clarity for work to be completed and apply for grant funding to support the work.

The Maine DOT will be issuing a Notice of Funding Availability in March 2026 for their Infrastructure Adaptation Fund. The City is eligible to apply for funds for project scoping up to \$10,000, design up to \$75,000, and construction up to \$3 million. Projects must address climate resilience. The grant will cover 95% of the project costs. The City must provide a cash or in-kind match of 5% of the project costs.

It is anticipated that applications will be due in mid-May with awards to follow in January 2027. Projects must be completed no later than September 30, 2029.

If approved by the City Council, the Deputy Economic Development Director requests that the City Council make a motion to authorize the submission of a grant application to the Maine DOT Infrastructure Adaptation program to support repairs and maintenance for the Belfast Armistice Footbridge and authorize the City Manager to develop final scope and to sign all paperwork related to and necessary for the submission of this request.

Please see the attached memo (10-E) from Deputy Economic Development Director Joellyn Warren. Deputy Director Warren will be available to answer any questions.

10-F Request from the Deputy Economic Development Director to accept the Community Action Grant from the Governor’s Office of Policy Innovation and the Future to develop a Preliminary Shoreline Restoration Design along the Heritage Park coastline.

As a result of the Flood Vulnerability Study, which assessed priority assets — including City Landing, the Harborwalk, Steamboat Landing, Heritage Park, and the Armistice Bridge abutments — it was determined that a high-priority area for mitigation is Heritage Park and adjoining public shoreline areas. Included in the recommendation is the use of a hybrid living shoreline, which could be coordinated with continued beach access and the launch of small non-motorized boats.

The area around Heritage Park is one of the last areas to be armored entirely from flooding and storm surge. Incomplete rip-rapped areas are failing, large granite boulders have toppled down, and significant soil erosion has occurred. The intent of the project is to detail how to protect the public area from the breakwater to private property south of Heritage Park.

Funding from Governor's Office of Policy Innovation and the Future (GOPIF) Community Action Grant will allow the City to hire a consultant to prepare preliminary engineering plans that document the methods for making shoreline improvements to enhance and increase the resilience of the shoreline and submit permits to state and federal agencies to facilitate the commencement of work. The City has been approved for the maximum award of \$75,000, which is 90% of the total project cost of \$82,750. The City is required to contribute a non-Federal cost-share of \$7,750. The required match will consist of staff & committee in-kind support for this project.

If approved by the City Council, the Deputy Economic Development Director requests that the City Council make a motion to accept the GOPIF Community Action Grant, confirm the required match, and authorize the City Manager to sign all required contract documents.

Please see the attached memo (10-F) from Deputy Economic Development Director Joellyn Warren. Deputy Director Warren will be available to answer any questions.

10-G Request from the Deputy Economic Development Director to accept the Land and Water Conservation Fund Grant and authorize City staff to begin RFP bid selection process to upgrade and/or reconstruct public restrooms and playground at City Park.

In June 2025, the City Council approved making a grant request to the Land and Water Conservation Fund (LWCF) to support the Belfast City Park Playground and Restroom Improvement Project. The City was notified that our project has been selected for funding by the state's review panel and is awaiting final approval by the National Park Service. The LWCF State Liaison Officer provided clarification this month that the local applicants are allowed to begin the RFP bid selection process for their LWCF projects before receipt of the final award.

The Land and Water Conservation Fund Act of 1964 was established to assist federal, state, and local governments in the acquisition and/or development of public outdoor recreation facilities. Administered at the federal level by the National Park Service and at the state level by the Bureau of Parks and Lands in the Maine Department of Agriculture, Conservation and Forestry, LWCF grants can provide up to 50% of the allowable costs for approved acquisition or development projects for public outdoor recreation.

The total grant request was \$500,000 to be matched by the City and its partners for a total project cost of \$1,000,000. Grant funds will be used to develop final designs, solicit public feedback, and construct improvements. The Belfast Rotary Club has pledged to provide financial support for the project to help meet the required local match. The remaining match can be provided under the City account 610-587 Parks Capital Reserve and the Capital Improvement Account as well as in-kind site work by the Public Works Department.

If approved by the City Council, the Deputy Economic Development Director requests that the City Council make a motion to accept final award from National Park Service, once announced, and authorize City Manager Erin Herbig to sign all required contract documents; and authorize City staff to begin RFP bid selection process under the Land and Water Conservation Fund Grant for the Belfast City Park Playground and Restroom Improvement Project.

Please see the attached memo (10-G) from Deputy Economic Development Director Joellyn Warren. Deputy Director Warren will be available to answer any questions.

10-H Signing of Council Orders

The Annual Belfast Ice Festival, hosted by Our Town Belfast, makes its glittering return this weekend, Thursday, February 26th through Sunday, March 1st. Come take a walk and visit over twenty-five fun and creative ice sculptures located throughout downtown Belfast. While in town,

be sure to take a break at one of the ice bars and participate in one of the many outdoor activities Belfast has to offer throughout the winter.

If you're looking to learn more about how to dance the night away in your best flannel and bean boots at the first Frost & Flannel Ice Ball or how to see crystal clear blocks of ice turn into works of art during the Annual State of Maine Ice Carving Competition, you can find all the details and the full schedule of activities on the Our Town Belfast website: <https://ourtownbelfast.org/ice-festival/> .

Many thanks to Our Town Belfast, the volunteers, the business sponsors, and our talented ice sculptors for putting together another amazing lineup for this year's Ice Festival. You make the City of Belfast the place everyone loves to be!

**City of Belfast
Consent Agenda
Tuesday, March 3, 2026
Meeting #16**

The following items are proposed as our Consent Agenda. As in the past the items are voted on in one blanket motion to the affirmative. One Councilor makes a motion to approve the items as stated, and then another Councilor will second that motion and the whole Council votes. If a Councilor requests an item be removed from the consent agenda, they do so during the adoption of the agenda. If a member of the public requests that an item be removed from the consent agenda, they can do so in the open to the public section. Suggested motions are listed and supporting material is enclosed.

9) Permits, Petitions and Licenses - Consent Agenda

- A. Request to approve an extension of liquor license for Delvino, LLC d/b/a Delvino's Grill and Pasta House located at 48 Main Street, Belfast, ME to provide outside seating with a fenced in dining area during the Annual Ice Festival event on February 27, 28, & March 1, 2026.**

Motion to approve an extension of liquor license for Delvino, LLC d/b/a Delvino's Grill and Pasta House located at 48 Main Street, Belfast, ME to provide outside seating with a fenced in dining area during the Annual Ice Festival event on February 27, 28, & March 1, 2026.

10.A

City of Belfast
Human Resources Department
131 Church Street
Belfast, ME 04915

Dear Hiring Committee,

I am writing to express my strong interest in the Parks and Recreation Director position with the City of Belfast. With extensive experience leading facilities operations, managing multimillion-dollar budgets, and developing community-focused events across higher education and healthcare settings, I am confident my skills align with the City's vision for a dynamic, inclusive, and well-maintained parks and recreation program.

In my previous roles, most recently as Associate Athletic Director of Facilities, Capital Projects & Event Management at Rice University and Assistant Athletic Director at the University of New Hampshire, I have directed cross-functional teams, led large-scale facility operations, and overseen strategic capital improvement projects. I managed a staff of six full-time employees responsible for all athletic facilities at Rice University, while also overseeing a \$2 million operations budget and multiple high-impact renovation initiatives at UNH. Working closely with city officials, donors, and local stakeholders, I helped drive over \$4 million in philanthropic support and tripled event-driven revenue in two years through effective community engagement and strategic programming.

Earlier in my career, I honed my facility management and operations skills at Ohio State University and Arizona State University, coordinating events that regularly drew thousands of visitors. These experiences strengthened my ability to collaborate across departments, maintain public facilities, and ensure safe and accessible spaces for community enjoyment.

Currently, as a Patient Services Specialist for MaineHealth, I continue to enhance my administrative and organizational expertise while serving Maine residents with compassion and efficiency. This role has deepened my connection to the state and reinforced my passion for community service, values I would bring to managing the City's parks, range ways, and recreation programs.

I am particularly excited by Belfast's commitment to fostering a vibrant, development-focused community and to maintaining its beautiful public spaces. My career has been built on creating environments where people can connect, thrive, and take pride in shared spaces, values that perfectly mirror the mission of the City's Parks and Recreation Department.

I would welcome the opportunity to bring my leadership experience, operational acumen, and community engagement skills to the City of Belfast. Thank you for considering my application. I look forward to the possibility of contributing to the continued growth and vibrancy of your city.

Sincerely,

Adrien Lumumba

Employment Application Form

Applicant Information

Full Name: Lumumba Adrien Date: 1/5/2026 7:43:46 PM
Last First M.I.

Address: _____
Street Address Apartment/Unit #
Scarborough ME 04074
City State ZIP Code

Phone: _____ E-mail Address: _____

Date Available: 1/25/2026 Desired Salary: \$75,000

Position Applied for: Parks & Recreation Director

Are you eligible to work in the United States? YES NO Employment Desired? Full Time Part Time
Have you ever worked for this organization? YES NO Hours of work (per week) desired? 40
Have you ever been convicted of a felony? YES NO

If yes, explain:

(Number of conviction(s), nature of offense(s) leading to conviction(s), how recently such offense(s) was/were committed, and sentence(s) imposed)

Education

High School Exeter High School Address: _____

Did you graduate? YES NO Degree: HighSchoolDiploma

College University of New Hampshi Address: _____

Did you graduate? YES NO Degree: Rec Management and Policy

Other West Virginia Univer Address: _____

Did you graduate? YES NO Degree: MS. Sport Management

Previous Employment

Company: Maine Health **Phone:** _____

Address: 92 Campus Drive **Supervisor:** _____

Job Title: Patient Service Specialis **Starting Salary:** \$ _____ **Ending Salary:** \$ _____

Responsibilities:

From: 06/25 To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Company: Rice University **Phone:** _____

Address: _____ **Supervisor:** _____

Job Title: Associate Athletic Dir **Starting Salary:** \$ _____ **Ending Salary:** \$ _____

Responsibilities:

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Company: University of New Hampshire **Phone:** _____

Address: _____ **Supervisor:** _____

Job Title: Assistant Athletic Direct **Starting Salary:** \$ _____ **Ending Salary:** \$ _____

Responsibilities:

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: _____ From: _____ To: _____

Rank at Discharge: _____ Are you currently in the Armed Forces? YES NO

References

Please list three professional references.

Full Name: Zach Eckert Relationship: Former Supervisor

Company: West Virginia University Phone: _____

Address: _____

Full Name: JD Loudabarger Relationship: Former supervisor

Company: Arizona State University Phone: _____

Address: _____

Full Name: Dean Easterling Relationship: Former Supervisor

Company: University of New Hampshire Phone: _____

Address: _____

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge and that intentional misrepresentations or omissions may be cause for the rejection of my application and that if hired I may be released from employment.

I understand that the company may require me to successfully complete a pre-employment drug and alcohol test as a condition of employment and that continued employment may be based on the successful completion of similar tests.

I understand that the company may as part of the hiring process request an investigative consumer report from a third party entity or agency including information concerning my character, general reputation, personal characteristics, credit records, and mode of living. I may make a written request to the company to provide me with additional information regarding the nature and scope of any such report.

I understand that employment with your company is "at will" and nothing in the interview or hiring process, this application, or your company policies are intended to create an employment contract between myself and the company. Employment may be terminated by either party at any time for any reason with or without notice.

Signature: Electronically Submitted

Date: 1/5/2026 7:43:46 PM

Adrien Lumumba

PROFESSIONAL SKILLS

- Excellent project management skills, ability to accomplish multiple tasks and meet deadlines for time-sensitive projects.
- Skilled in leadership with a proven record of fostering team dynamics that contribute to a productive work environment.
- Strong communicator with expertise in articulating program goals and initiatives, skills that are essential for crafting compelling narratives for donor engagement.
- Active participant in professional development circles, leveraging conventions for skill enhancement and networking.
- Highly competent in various software applications, streamlining efficiency in projects that support organizational revenue goals.
- Consistent success in driving revenue through strategic initiatives and special events.

EDUCATION

University of New Hampshire **Durham, NH**
Doctor of Philosophy - Education Leadership and Policy Studies - Expected Graduation Year: 2026

West Virginia University **Morgantown, WV**
Master of Science: Sport Management - May 2017, GPA 3.9/4.0

- Vice President of the Graduate Sports Management Program
- Graduate Assistant in Facilities and Operations

University of New Hampshire **Durham, NH**
Bachelor of Science: Recreation Mgt & Policy - Emphasis in Business Management - May 2015, Cum Laude

- Men's Soccer Varsity D1 Student-Athlete

PROFESSIONAL EXPERIENCE

Patient Services Specialist **Scarborough, ME**
Maine Health Neurosurgery and Spine – May 2025 – Present

- Verifies insurance and obtains prior authorization as required prior to appointment.
- Manages administrative work queues in a timely manner, inclusive of incoming and outgoing referrals, clinical preparation and medical record management
- Generates operational reports
- Participates in quality and practice improvement activities
- Sends appropriate records to specialty practices and schools.
- Works with clinical staff to track visit count and provide documentation to insurance companies as needed for additional visits.
- Maintains patient waitlist, monitors “no-shows” and cancellations, and schedules appropriately due to cancellation.
- Schedules appropriate procedures, testing and/or imaging, and following up with patient to ensure all testing and imaging is complete prior to appointment
- Troubleshoots patient complaints and concerns as appropriate

Associate Athletic Director of Facilities, Capital Projects & Event Management **Houston, TX**
Rice University Department of Athletics – March 2024 – September 2024

- Department Head for facilities management, capital projects, and event management.
- Oversaw a team of six full time employees assisting with the management of all athletic facilities.
- Oversight of all events for the department of athletics.
- Created strategic plans for Rice University’s facilities management and event management.
- Was selected to represent Rice University Athletics at various conferences, meetings, and events.

Assistant Athletics Director **Durham, NH**
University of New Hampshire Athletics – January 2022 – March 2024

- Head of the Special Events department, leading effective policy/contract execution and maximization of revenue-generating opportunities for the athletics department resulting in over \$400,000 revenue generation in the past two years, marking a 300% growth compared to the previous period.
- Actively engaged in fundraising initiatives and conducted campus tours with 30 prospective donors, playing a key role in securing financial support for the renovation of the Whittemore Center Arena and other athletics facilities.
- Played a pivotal role in meeting with a key donor that led to a \$4 Million Dollar donation to the University of New Hampshire in support of its efforts to expand and renovate the Whittemore Center Arena.

- Engaged with 10 principal donors to present a compelling case for the strategic renovation of the Whittemore Center Arena, underlining its potential to enhance the University's infrastructure and contribute to the advancement of the state of New Hampshire.
- Jointly responsible for the strategic oversight and administration of a \$2 million budget allocated for the operations and enhancements of the Whittemore Center Arena.
- Successfully supervised the planning and execution of non-athletic outside user special events and fundraising initiatives.
- Acted as a key member of the capital projects team, playing an important role in the oversight all capital projects at the Whittemore Center Arena to ensure projects are completed on time and within budget.
- Selected to be on the hiring committee for several key roles including Athletics Director, Deputy Athletics Director, Facilities Director, and Director of Marketing.
- On the Safety Committee for the Athletics Department to enhance safety guidelines and practices.
- Collaborated daily with campus stakeholders to promote the university's mission through meticulous planning and execution of major events, including commencement, honors convocation, first-year students' orientation, career fairs, and other significant initiatives.

Assistant Director of Event Management

Columbus, OH

Ohio State Athletics at The Ohio State University – July 2019 – January 2022

- Collaborated and communicated with the president's office, coaches, development office, marketing, compliance, and the ticketing office to ensure the successful presentation of events, outside rentals & championships.
- Orchestrated donor-centric events in collaboration with development staff, leveraging athletic venues for fundraising and alumni engagement.
- Maintained and prepared event facilities, ensuring a welcoming and secure environment conducive to donor events and home competitions.
- Acted as the hotel liaison for Ohio State Athletics, coordinating accommodations for the NCAA and Big Ten championships.
- Served as game administrator for various sports, handling the financial oversight and event management.
- Developed and managed budgets ranging from \$40,000 to \$200,000 for post-season championships, athletic and non-athletic events.
- Prepared competitive bidding materials for hosting the NCAA and Big Ten events, a key element in attracting potential donors and increasing the university's prestige.
- Fulfilled the role of secondary football game manager and primary contact for visiting teams, ensuring their needs are met - a responsibility that extends to hospitality and safety, crucial for upholding the university's reputation among potential donors.
- Oversaw and trained Coordinators and Interns responsible for managing NCAA and Big Ten events, ensuring impeccable execution which reflects the university's commitment to quality.
- Utilized EMS for efficient scheduling of practices and special events, ensuring facilities are optimally used for events.

Coordinator of Event Management

Tempe, AZ

Sun Devil Athletics at Arizona State University – August 2017- July 2019

- Managed bi-weekly payroll processes for staff and students, ensuring accuracy and compliance to maintain operational efficiency, and contribute to the financial stewardship of the department.
- Led coordination efforts for game management meetings for Sun Devil Athletic events, aligning with external operations such as Sodexo and sponsorship teams, to maximize revenue through ticket sales and targeted marketing initiatives.
- Ensured optimal staffing for events, strategically scheduling crews including set-up, cleaning, EMT, security, and police, which indirectly supported fundraising by providing a secure and well-managed environment conducive to donor engagement.
- Streamlined vendor contract execution for credentialing processes, enhancing operational efficiency and potentially improving donor and VIP experiences at events.
- Oversaw research, purchasing and management of necessary equipment and technology to enhance sporting events experience for the staff and fans at our venues.
- Managed comprehensive operations budgets for multiple sports programs, maintaining fiscal responsibility with an eye on maximizing fund allocation efficiency.
- Expertly utilized EMS scheduling software for efficient planning of athletics department events and practices, supporting the overall mission and enabling more strategic opportunities for fundraising activities.
- for Athletic Department staff for all sports listed above.

HONORS, ACTIVITIES, AND CERTIFICATIONS

- Leadership Award Recipient – WVU Sports Management Master's Program (2017)
- CEFMA Diversity Award Recipient (2017)
- WVU Master of Sports Management Class Vice President
- Make-a-wish foundation UNH Event Manager (2015)



**City of Belfast
Employment Opportunity
Parks and Recreation Director**

The City of Belfast, a vibrant, development-focused community of 7,000 located in midcoast Maine, seeks a full-time Parks and Recreation Director. This position performs a variety of complex professional and administrative work in planning, developing, scheduling, directing, and implementing a year-round, city-wide parks and recreation department, including being responsible for maintenance and care of the City's Parks, City Range Ways, and grounds.

The successful applicant must have knowledge of the principles and practices of modern parks and recreation administration, understanding of equipment and facilities required in a comprehensive park and recreation program including the maintenance, construction, and use of public buildings and park facilities and a sense of community recreation needs and resources. The salary range for this position is \$67,412 to \$78,540 in addition to a competitive benefits package. The schedule will require some weekend and evenings depending on event schedules. A complete Job Description for the Parks and Recreation Director can be found on the City website at www.cityofbelfast.org.

Applicants must have a minimum of a bachelor's degree in recreation and parks management or related field. Five years of progressively responsible experience in parks and recreation programs, or any equivalent combination of education and experience. Must have a valid State of Maine driver's license or ability to obtain one.

All applications are to be submitted in confidence. A complete application should include a letter of introduction, a completed Belfast Employment Application form, which can be downloaded at <https://cityofbelfast.org/jobs>, and a resume. Applications must be received by the Human Resource Administrator, Nancy Driscoll, at 131 Church Street no later than 6:00 PM on January 7th, 2026. Applications should be in a sealed envelope and may be delivered by mail, e-mail, online, or in person to:

City of Belfast
Parks and Recreation Director Search
C/O HR Administrator
131 Church Street
Belfast, Maine 04915
work@cityofbelfast.org

The City of Belfast is an equal opportunity employer.



Parks and Recreation Director Job Description

Nature of this Position:

This position performs a variety of complex professional and administrative work in planning, developing, scheduling, directing, and implementing a year-round, city-wide parks and recreation department, including being responsible for maintenance and care of the City's Parks, City Range Ways, and grounds.

The person in this position is also responsible for fostering active communication and coordination with local organizations and individuals to aid in implementing public and private events on City property. Additionally, this position includes performing rental agent duties for the City owned Belfast Boathouse.

The position is under the direct supervision of the Belfast City Manager and will work with the City's Parks, Trails, and Recreation Committee to assist them with their responsibilities. This position is responsible for the administrative direction over the Recreation and Parks Foreman, City Park Pool Manager and other department support staff, part-time, contracted or seasonal personnel.

Typical Duties and Responsibilities:

Manages and supervises assigned operations to achieve goals within available resources; plans and organize workloads and staff assignments; trains, motivates and evaluates assigned staff; reviews progress and directs changes as needed.

Develops short- and long-range plans; gathers, interprets, and prepares data for studies, reports and recommendations; coordinates with other departments and agencies as needed to implement.

Works collaboratively with the City Manager, Department Heads, and city staff as well as State, local, and other public officials.

Make presentations to the City Council, boards, committees, civic groups, and the public as needed.

Active role with Friends of Belfast Parks and the Parks, Trails, and Recreation Committee - expected to attend all committee meetings as the City staff liaison.

Communicates official plans, policies, and procedures to staff and the public.

Prepares and administers department budget, assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors expenditures in assigned area to assure sound fiscal control; prepares annual budget requests; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.

Determines work procedures, prepares work schedules, assigns duties, and expedites workflow of all department staff, including written and oral instructions; and examines work for quality assurance and will perform or assist subordinates in performing duties.

Resolves grievances; adjusts errors and addresses public complaints.

Coordinates community wide events with organizations, such as Our Town Belfast, the Chamber of Commerce, and various community-based organizations (i.e.: Celtic Committee) as well as private and City events.

Reviews program areas, implements changes or new programs to meet recreational needs of the community; develops, maintains, and implements a current parks and recreation master plan.

Develops and implements policies, procedures and standards for efficient and effective operation and maintenance of department operations. Assures compliance with established policies, procedures and safety standards.

Supervises the control of, and is responsible for, all materials and supplies used in the maintenance, construction, and repair of City parks and grounds, City Pool, City Range Ways, and Belfast Boathouse.

Prepares cost estimates to plan and provide for improvements in park facilities and swimming pool; oversees projects and improvements.

Administers procedures in applying for grants and other sources of funding for project development.

Answers letters of inquiry and talks with visitors; addresses public and civic organizations which will inform the public of policies, procedures and the availability of facilities and program offerings for public use.

Supervises and manages the planning of new parks, playgrounds and all the amenities that would be necessary for the proper construction and maintenance of these facilities.

Performs a variety of miscellaneous duties such as answering phones, ordering, and picking up supplies needed for the parks, preparing contracts for rental and use of the Boathouse and other facilities such as the pavilion and/or parks.

Knowledge, Skills, and Abilities:

Thorough knowledge of the principles and practices of modern parks and recreation administration.

Understanding of equipment and facilities required in a comprehensive park and recreation program

including the maintenance, construction, and use of public buildings and park facilities.

Sense of community recreation needs and resources.

Experience with the principles and practices of office management, work organization and supervision.

Skilled in the operation of tools and equipment.

Capability to plan, organize, coordinate, and implement a comprehensive community park and recreation program.

Ability to coordinate, analyze, and utilize a variety of reports and records and to communicate effectively, verbally and in writing.

Ability to establish and maintain effective working relationships with employees, supervisors, other agencies, and the public.

Work Environment and physical demands:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee occasionally works near moving mechanical parts or in outside weather conditions. The employee is occasionally exposed to wet and/or humid conditions.

While performing the duties of this job, the employee is frequently required to walk, sit, and talk or hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

Educational Background and/or Work Experience:

Minimum of a college or university with a bachelor's degree in recreation and parks management or related field. Five years of progressively responsible experience in parks and recreation programs, or any equivalent combination of education and experience.

Requirements:

Required to have a valid State of Maine driver's license or ability to obtain one.

NOTE: This Job Description sets forth key responsibilities. Personnel in this position may be given additional assignments depending on the needs of the City.

10.B

Assistant to the Parks and Recreation Director and Pool Operator
City of Belfast
C/O City Manager
131 Church Street Belfast, Maine 04915

To Whom It May Concern,

Before moving to Belfast ten years ago, I spent much of my life in Liberty, Maine in my family home, where my parents instilled a love of helping others and making an impact on your community while preserving joy for everything you do. As an adult, I have kept these ideals by seeking out jobs that ensure community connection.

My first taste of working for and with our Belfast community came from my seven years of experience working at the Waldo County YMCA. There, I gained an appreciation for the many organizations within Belfast that keep our city beautiful and growing. Learning that while one person can get things done, it is much more fulfilling and successful when we work together.

Within the past year I have served on the Parks, Trails and Recreation Committee before I accepted a position within Parks and Recreation that allowed me to both grow personally as well as reach more of my community. I was given the opportunity to work hands-on with the groundskeeping crew as well as work more independently as Pool Operator. Both of these positions allowed me a firsthand look at just how important our Parks and Recreation Staff are to our city. Belfast has many parks, pocket parks, trails, and facilities to keep them thriving takes strong leadership, hard work, and a passion for our city.

During my time both working and volunteering in Belfast, I have had the pleasure of working directly with many departments and organizations. From our city departments of Public Works, Belfast Fire Department and Belfast Police Department to many essential organizations such as Belfast Area Chamber, the Belfast Garden Club, and Our Town Belfast. Working with each of these groups further instilled my love of community and understanding that many hands make light work.

The dynamic nature of the position plays directly into many of my personal and professional strengths. My strong organizational and leadership skills as well as a great working relationship with the current and past Parks and Recreation staff and many local businesses, organizations, and departments, make me the ideal candidate for this position.

Thank you for your consideration

Sincerely,

Carolyn Steeves

City of Belfast

Employment Application

In compliance with Federal and State Equal Employment Opportunity laws, qualified applicants are considered for all positions applied for without regard to race, color, religion, sex, national origin, age, marital status or the presence of non-job-related medical condition or handicap.

Due to Maine Laws, applications are not confidential.

(Answer all questions—please type or print in ink)

Date of Application: December 1, 2025

Position(s) applied for: Parks and Recreation

Referral Source: Advertisement Friend Relative

Job Service Other _____

Name: Steeves Carolyn Emily
Last First Middle

Residence Address: _____
Street City State Zip Code

Mailing Address: _____

Phone Number: _____

Email Address: _____

Are you known to schools/references by some other name? NO

If so, what name: _____

Have you filed an application or been employed here before? YES

If yes, date(s): February 2025 - Pool Operator and Groundskeeper
April 2023 - Parks and Recreation Director

(2)

Give name, address, and phone number of three references not related to you:

Susan Ratslins - BAHS Athletic Director -
Aaron Winslow - BAHS Swim Team Coach -
Erin Merrifield - REIMAX Janet + Cohn Owner -
Denise Lindahl - YMCA Board Member -

Employment Experience:

List each job held. Start with your present or last job. Include military service assignments and volunteer activities.

1. Employer City of Belfast 2. Employer Tedy's Doggy Daycare
 From 4/25 to present From 8/24 to current
 Address 131 Church St Address 251 Old County Rd, Knox
 Type of Work Pool Operator Type of Work kennel Assistant
 Reason for Leaving N/A Reason for Leaving N/A

If you need additional space, please continue on a separate sheet of paper and attach. see resume

Summarize special skills and qualifications acquired from employment or other experiences.

certifications: LG, LG1, CPR, First Aid, CPR, AED, Narcotics
skills: leadership, teamwork, communication

Education:

Level	Name	Location	Years Completed
Elementary	<u>walker elementary</u>	<u>Liberty, ME</u>	<u>4 5 6 7 8 all</u>
High School	<u>Mt. View</u>	<u>Thornville, ME</u>	<u>9 10 11 12 all</u>
Undergraduate	<u>UMO</u>	<u>Orono, ME</u>	<u>1 2 3 4</u>
Graduate			<u>1 2 3 4</u>

(3)

Diploma: High School Academic Vocational

Degree(s) _____

Describe course of study, specialized training, apprenticeship, skills,
and extra-curricular activities: _____

AGREEMENT:

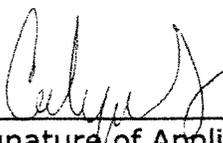
I certify that the answers provided by me herein are true and complete to the best of my knowledge.

I authorize you to make such investigation and inquiries of my personal employment, and other related materials that may be necessary in arriving at an employment decision. I hereby release employers, schools, and person from all liability in responding to inquiries in connection with my application.

I understand that person(s) soliciting this application may base their selection of applicants to interview or hire on qualifications listed in the Administrative Personnel Code of the City of Belfast, and that I am not entitled to an interview simply by virtue of having applied for the position.

In the event of employment, I understand that false or misleading information provided in application or interview(s) may result in my discharge. I understand also that I am required to abide by all the rules and regulations of the City.

Date: 12/1/25



Signature of Applicant

Carolyn Steeves

SUMMARY

Safety-oriented professional. Handles fast-paced work calmly and goes above and beyond to promote experience satisfaction. Quick to resolve conflicts and other problems. Hardworking and reliable with strong ability to communicate and work with a diverse network. Highly organized, proactive and punctual with team-oriented mentality.

EXPERIENCE

City Pool Operator/Groundskeeper, 04/2025 - Current
City Of Belfast - Parks and Recreation Department

Kennel Assistant, 08/2024 - Current
Tedy's Doggy Daycare

Aquatics Director, 06/2022 – 08/2024
Waldo County YMCA – Belfast, ME

Business Growth Coordinator, 04/2021 -06/2022
RE/MAX Jaret & Cohn - Belfast, Maine

Tap Room Associate, 03/2020 – 10/2022
Lake St. George Brewing - Liberty, Maine

Server, 11/2019 - 03/2020
Rollie's Bar and Grill - Belfast, Maine

Aquatics Director, 01/2017 - 11/2019
Assistant Aquatics Director, 01/2016 - 01/2017
Lifeguard, 03/2015 - 01/2016
Waldo County YMCA - Belfast, Maine

EDUCATION AND TRAINING

Some College, Criminal Justice Administration
National University - San Diego, CA

Some College, General Studies
University of Maine - Orono, ME

Some College, Liberal Arts and General Studies
**Southern New Hampshire University -
Hooksett, NH**

Diploma, 06/2009
Mount View High School - Thorndike, ME

SKILLS

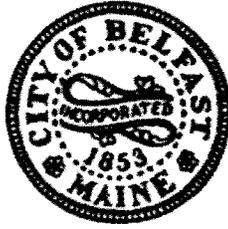
- Leadership
- Teamwork
- Organization
- Lifelong learner
- Communication
- Mechanical
- Photography
- Marketing
- Technology
- Teaching/coaching
- Event planning
- Pool experience
- Emergency preparedness

CERTIFICATIONS

- Lifeguarding
- Lifeguard Instructor
- First Aid/CPR/AED
- Narcan
- Certified Pool Operator

VOLUNTEERING

- Belfast Ice Festival
- Belfast Area High School Swim Meets
- Waldo County YMCA Special Olympics Swim Meet
- Waldo County YMCA Summer Camp Cookout
- Belfast Pride Celebration
- Belfast Holiday Tree Lighting



**City of Belfast
Job Description
Assistant to The Parks & Recreation Director and Pool Operator**

Position Summary:

The Assistant to the Parks and Recreation Director and Pool Operator works under the supervision of the Parks and Recreation Director to support the operation and maintenance of the City's pool facilities, Boathouse, and surrounding grounds. Daily tasks include, but are not limited to, providing customer service; monitoring facilities/sites for safety and cleanliness; performing routine maintenance of facilities and sites; and maintaining order of the facilities which includes some custodial work, equipment and facility maintenance, and minor landscape work. Additionally, this position will require night and weekend coverage for community events and pool coverage.

The person in this position is also responsible for fostering active communication and coordination with local organizations and individuals to aid in implementing public and private events on City property. Additionally, this position includes managing, reservations, collecting fees and proof of insurance for the City-owned Belfast Boathouse.

Key Responsibilities:

- Maintains safety and cleanliness of recreation area and/or facility; tests and maintains chemical balances in pools; adjusts chemicals based on test results; vacuums, sweeps and cleans pools, deck areas, slides, diving boards, entry ways, sidewalks and other fixtures; washes windows; cleans and vacuums carpets and upholstery.
- Monitors and maintains equipment and facilities; provides repair, painting and/or servicing of showers, toilets, pool equipment, flooring, surfaces, heating/cooling equipment, exercise equipment and other equipment of assigned area. Factors repair expense in determining repair options.
- Monitors supplies and equipment inventory; evaluates and determines supply needs; prepares purchase requests and/or purchases items within established guidelines.
- Manage records and information in any format, in accordance with applicable statutes, regulations and City policy, guidance and records retention schedule.
- Performs other duties of a similar nature and level as assigned by the Parks and Recreation Director.
- Assists with coordinating community wide events with organizations, such as Our Town Belfast, the Chamber of Commerce, and various community-based organizations (i.e.: Celtic Committee) as well as private and City events.

- Answers letters of inquiry and talks with visitors; addresses public and civic organizations, which informs the availability of facilities and program offerings for public use.
- Performs a variety of miscellaneous duties such as answering phones, ordering, and picking up supplies needed for the parks, preparing contracts for rental and managing, reservations, collecting fees, and proof of insurance for the Boathouse and other facilities such as the pavilion and/ or parks.
- Participates in training and other learning opportunities to expand knowledge of the City, and performs any other duties needed to help drive our vision, fulfill our mission, and/or abide by our core values.

Work Environment and Physical Demands:

- The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
- While performing the duties of this job, the employee occasionally works near moving mechanical parts or in outside weather conditions. The employee is occasionally exposed to wet and/or humid conditions.
- While performing the duties of this job, the employee is frequently required to walk, sit, and talk or hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crouch, or crawl.
- The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and the ability to focus.
- Incumbents may be subjected to moving mechanical parts, electrical currents, vibrations, fumes, odors, dusts, gases, poor ventilation, chemicals, oils, extreme temperatures, inadequate lighting, workspace restrictions, intense noises, and other environmental conditions.

Education, Experience & Qualifications:

The successful candidate will be a self-directed individual, have a High School Diploma or GED and 2 years of pool operator experience; or an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job such as those listed above.

Licensing/Certifications:

- Valid State of Maine Driver's License and safe driving record.
- Pool Operator or Aquatic Facility Operator Certification; at time of hiring or within two months of hire
- CPR and First Aid Certification; at time of hiring or within two months of hire.

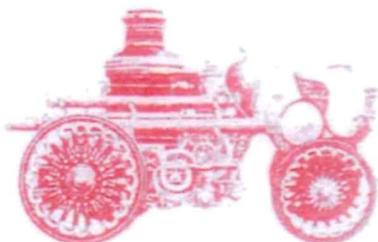
Knowledge Of:

- Applicable laws and codes related to pool maintenance.
- Applicable mechanical, electrical, heating and plumbing systems.
- Mathematical concepts, safe work practices, and modern office equipment.

Skill In:

- Interpreting and applying applicable laws and codes related to pool maintenance.
- Monitoring and troubleshooting relevant equipment issues.
- Utilizing tools and equipment in providing relevant repair work.
- Identifying problems or potential issues and recommending solutions.
- Testing pool chemicals and adjusting chemical balance.
- Maintaining cleanliness and orderliness of facility, facility areas and equipment.
- Adhering to safe work practices.
- Monitoring inventory.
- Providing positive and effective customer service.
- Ordering and replenishing supplies and equipment.
- Utilizing a computer and relevant software applications.
- Promoting a culture of teamwork and communication by working in collaboration and treating coworkers with respect and dignity and maintaining an open mind to diverse voices and ideas.

10.C



Belfast Fire & Ambulance Department
131 Church Street • Belfast, Maine 04015
Phone 338-3362

February 24, 2026

Honorable Mayor Sanders
Belfast City Councilors
City Mgr. Herbig

Re; Request to appoint EMS Captain Colby Robbins to EMS Assistant Chief

I submit the name of Colby Robbins to be promoted to the position of EMS Assistant Chief. Colby has been employed with the City of Belfast since 2017 as a Per Diem EMT. He joined our ranks as a full time Firefighter/Paramedic in January 2025 and was promoted to EMS Captain in October of 2025. Colby has a passion for EMS and has brought many forward moving ideas to the department and demonstrated himself as a knowledgeable team player and leader.

The EMS Assistant Chief position is a vital position within the department as the City of Belfast responds to nearly 2,500 EMS and 500 Fire calls per year. This position assists in the oversight of daily Fire and EMS operations as well as EMS billing, training, and other record-keeping assignments.

Thank you,

Patrick Richards

Fire Chief/Ambulance Director

Colby Robbins

Paramedic

Hiring Committee

City of Belfast

Belfast, Maine

Dear Hiring Committee,

I am writing to express my strong interest in the position of Assistant Emergency Medical Services (EMS) Chief for the City of Belfast. As an EMS leader with operational, administrative, and instructional experience, I am excited by the opportunity to continue serving a community that values professionalism, growth, and excellence in public safety.

Throughout my career, I have built a reputation as a highly responsible and collaborative leader who thrives in dynamic, high-acuity environments. I currently serve in leadership roles within multiple EMS organizations in Maine, where I oversee daily operations, staffing, training, quality assurance, and interagency coordination. My work has focused on strengthening systems, improving patient care, and supporting providers through clear expectations, mentorship, and accountability.

The Assistant EMS Chief role aligns closely with my experience and professional values. I am well-versed in the day-to-day management of EMS operations, including scheduling, QA/QI, protocol compliance, training development, equipment readiness, and incident response. I function confidently as an ALS provider and have extensive experience responding to both medical and fire-related emergencies. I understand the importance of calm leadership under pressure and the need to balance operational demands with long-term organizational goals.

Equally important, I bring a collaborative leadership style that supports the mission of the Fire & Ambulance Department as a whole. I work effectively under broad supervision, communicate clearly with command staff, and foster strong relationships with field providers, partner agencies, hospitals, and the community. I believe that a successful EMS division is built on trust, consistency, and a shared commitment to excellence.

Belfast's forward-thinking approach and commitment to high-quality public safety services are exactly the environment in which I do my best work. I would be honored to contribute my experience, energy, and leadership to the City of Belfast as its next Assistant EMS Chief.

Thank you for your time and consideration. I look forward to the opportunity to discuss how I can support the continued success of the Belfast Fire & Ambulance Department.

Respectfully,

Colby Robbins

City of Belfast

Employment Application

In compliance with Federal and State Equal Employment Opportunity laws, qualified applicants are considered for all positions applied for without regard to race, color, religion, sex, national origin, age, marital status or the presence of non-job-related medical condition or handicap.

Due to Maine Laws, applications are not confidential.

(Answer all questions—please type or print in ink)

Date of Application: January 19, 2026

Position(s) applied for: Assistant EMS Chief

Referral Source: Advertisement Friend Relative
 Job Service Other

Name: Robbins Colby V
Last First Middle

Residence Address: _____
Street City State Zip Code

Mailing Address: _____

Phone Number: _____

Email Address: _____

Are you known to schools/references by some other name? _____

If so, what name: _____

Have you filed an application or been employed here before? Yes

If yes, date(s): Current

(2)

Give name, address, and phone number of three references not related to you:

Stacy Blaquiere
Hannah Limerick
Robert Hand

Employment Experience:

List each job held. Start with your present or last job. Include military service assignments and volunteer activities.

1. Employer City of Belfast 2. Employer Unity Ambulance
From 2017 to Current From 2017 to Current
Address Belfast Address Unity
Type of Work EMS Captain Type of Work Service Chief
Reason for Leaving Current Reason for Leaving _____

If you need additional space, please continue on a separate sheet of paper and attach.

Summarize special skills and qualifications acquired from employment or other experiences.

Leadership, Organizational, Technology Management, Scheduling

Education:

Level K-12	Name Mt View	Location Thorndike	Years Completed
Elementary			4 5 6 7 8
High School			9 10 11 12
Undergraduate			1 2 3 4
Graduate			1 2 3 4

Colby Robbins, Paramedic

PROFESSIONAL SUMMARY

Dynamic EMS leader and Paramedic with progressive responsibility across municipal, private, and hospital-based systems. Proven track record in operations management, QA/QI, staffing, budgeting, and interagency coordination. Recognized for decisive leadership, system improvement, and building high-performing teams in high-acuity environments.

CORE COMPETENCIES

EMS Operations & Administration • Staff Development & Supervision • QA/QI Programs • Budgeting & Grants • Regulatory Compliance • Dispatch & CAD Systems • Incident Command • Community & Municipal Relations

PROFESSIONAL EXPERIENCE

EMS Captain, Full-Time Firefighter Paramedic – City of Belfast Fire/Rescue, Belfast, ME (Jan 2025–Present)

- Provide ALS care in a municipal fire-based EMS system.
- Supervise personnel in emergency and non-emergency operations.
- Participate in QA/QI review of PCRs and operational trends.
- Maintains equipment and supply level/ordering.

Chief / Paramedic – Unity Ambulance Corp, Unity, ME (Jun 2017–Present)

- Direct all daily operations for a municipal EMS service, including staffing, scheduling, budgeting, and regulatory compliance.
- Lead field operations and clinical oversight, ensuring adherence to protocols and high standards of patient care.
- Build and manage recruitment, onboarding, training, and performance evaluation systems.
- Develop operational policies, safety programs, and QA/QI processes.
- Coordinate with municipal leaders, fire departments, PSAPs, and hospitals for seamless emergency response.
- Manage budgets, financial reporting, and grant applications; ensure optimal reimbursement.

Operations Manager – Delta Ambulance Corp, Waterville, ME (Feb 2024–Dec 2024)

- Directed daily field and dispatch operations across a multi-unit EMS system.
- Managed staffing, deployment, and readiness for emergency and non-emergency responses.

- Oversaw dispatch center performance, response metrics, and system efficiency.

Paramedic Supervisor (Per Diem) – Delta Ambulance Corp, Waterville, ME(Apr 2019–Present)

- Provide ALS care and on-scene leadership for high-acuity incidents.
- Support crews and oversee daily operational flow and scheduling.

Additional Experience: Paramedic – Unity Ambulance Corp; ED Technician II – MaineHealth Waldo Hospital; Paramedic (QA Team) – MaineHealth PACE; Firefighter & Lieutenant – Montville Fire Department

EDUCATION & CREDENTIALS

Paramedic Certificate – Kennebec Valley Community College, 2023

Advanced EMT – Kennebec Valley Community College, 2018

EMT-B – Waldo County Technical Center, 2017

CERTIFICATIONS

Paramedic • Emergency Medical Dispatcher • Emergency Telecommunicator

PROFESSIONAL DEVELOPMENT

LeaderGov Leadership Cohort



**City of Belfast
Employment Opportunity
Fire And Ambulance
Assistant Emergency Medical Services (EMS) Chief**

The City of Belfast, a vibrant, development-focused community of 7,000 located in midcoast Maine, is accepting applications for the position of full-time Assistant Emergency Medical Services (EMS) Chief. The successful candidate will be a highly responsible officer with the ability to work under the broad supervision of the Deputy Chief and Chief, in the operation and supervision of the City of Belfast Fire & Ambulance Department. This is a skilled position consisting of executing and assisting with the day-to-day operations of EMS, and supporting the Fire and Ambulance Department programs and supervisory roles. The EMS Assistant Chief is responsible for all EMS and firefighting work functioning and responding as an ALS provider to medical emergencies as well as fire related emergencies for the purpose of saving lives and protecting property.

The successful candidate must have a High School Diploma or equivalent; be a certified licensed Paramedic; have at least five consecutive years of active Firefighter (FF)/EMS service experience; be qualified as to the Hazmat Awareness level and all required refreshers, preference to Hazmat Operations level certifications; successfully completed ICS 100, 200, 700; hold current EVOC /AVOC certification; and be approved as a driver of all EMS apparatus and hold a valid clean driver's license, preferred Fire apparatus driver. Additionally, have CPR / ACLS instructor, preference to Fire Service Instructor 1 and/or EMS Instructor or willing to obtain within a reasonable period; have Firefighter 1 or Firefighter 2 Certification or willing to obtain within a reasonable period; and have EMS instructor or willing to obtain within 12 months of hiring / promotion.

The City offers a generous benefits package that includes 12 paid holidays, Medical, Dental, Short-Term Disability and Life Insurance, as well as Maine PERS Retirement, Vacation and Sick leave and PTO. Applications and the job description may be obtained in person or online at www.cityofbelfast.org.

All applications are to be submitted in confidence. A complete application should include a letter of introduction, a completed Belfast Employment Application form, which can be downloaded at <https://cityofbelfast.org/jobs>, and a resume. Applications must be received by the Human Resource Administrator, Nancy Driscoll, at 131 Church Street no later than 6:00 PM on Wednesday, February 4th,

2026. Applications should be in a sealed envelope and may be delivered by mail, e-mail, online, or in person to:

City of Belfast
EMS Captain Search
C/O HR Administrator
131 Church Street
Belfast, Maine 04915

Or by email to: work@cityofbelfast.org

The City of Belfast is an equal opportunity employer.



CITY OF BELFAST
ASSISTANT EMS CHIEF

Nature of Work: The Assistant EMS Chief assists the Fire Chief in responsibility of all EMS and Firefighting work in the operation and maintenance of the City's fire and ambulance service. Employee of this class is responsible for jointly overseeing the day-to-day operations and ensuring operational readiness and timely response of the ambulance service and fire department. Employee will be responsible for assisting with the training of rescue personnel, preparation and administration of an annual budget, overseeing EMS QA/QI, EMS training, maintenance of fire and rescue equipment and supplies, pump testing and hose testing. Work involves direct contact with the public and other departments, subject to review by the Fire Chief and the City Manager through observation, reports and results achieved.

Essential Duties and Responsibilities:

Performs the duties of a firefighter and emergency medical technician in addition to other duties and roles.

Prepares and maintains public records of fire and rescue emergencies as well as State reports and personnel files.

Maintains departmental equipment, supplies and related inventories.

Plans, directs, supervises and evaluates the work of directed subordinates with consultation of the Fire Chief.

Prepares billing, payroll, and scheduling documents.

Prepares written operating procedures to govern emergency medical technicians' procedures in the performance of rescue services.

Educates the public through lecture and visual aids on EMS and fire protection services.

Prepares and assists in the operating budget with the Fire Chief.

Maintains accurate records of all revenues of the service.

Confers with local hospital personnel on matters pertaining to staff relations and emergency service coordination.

Is responsible for preparing required incident reports and reports on other department operations.

Establishes a training program for all ambulance service staff to ensure adequate standards of emergency health care and licensure.

Coordination of Community Paramedicine program.

Search and prepare grants and grant funding.

Requirements of Work:

Thorough knowledge of emergency first aid and advanced life saving techniques as established by the Maine Board of Emergency Medical Services and local Medical Control.

Thorough knowledge of the operating capabilities of the standard ambulance assigned and of emergency lifesaving equipment normally carried in an ambulance unit.

Ability to perform duties and make rapid decisions under conditions of extreme stress and danger to self and others.

Extensive knowledge of medical, hospital and other resources available in the community and surrounding area.

Ability to plan and budget work according to established City practice.

Ability to work with considerable independence.

Ability to interact with and maintain good relations with the general public, skill in troubleshooting and experience in employee supervision.

Thorough knowledge of the operations of ambulance and fire vehicles and laws governing their use on public highways.

Training and Experience Required:

Experience in administrative policy and budgetary preparation.

High School Diploma.

Certified licensed Paramedic.

Have at least five consecutive years of active Firefighter (FF)/EMS service experience.

Preferred CPR / ACLS instructor, preference to Fire Service Instructor 1 and/or EMS Instructor or willing to obtain within a reasonable period.

Preferred Firefighter 1 or Firefighter 2 Certification or willing to obtain within a reasonable period.

Be qualified as to the Hazmat Awareness level and all required refreshers, preference to Hazmat Operations level certifications.

Successfully completed ICS 100, 200, 700.

Hold current EVOC /AVOC certification.

Preferred EMS instructor or willing to obtain within 12 months of hiring / promotion.

Be approved as a driver of all EMS apparatus and hold a valid clean driver's license, preferred Fire apparatus driver.

Learn course materials and successfully complete training programs.

Working Conditions:

This position is a 4 day on and 4 days off rotating 40-hour work week that may include holidays and weekends.

The work environment characteristics described here are representative of those a member encounters while performing the essential functions of this job. This job is not solely administrative.

While performing the duties of this job, the member regularly works near moving mechanical parts; in high, precarious places; in outside weather conditions; in occupancies with explosives and hazardous material, is occasionally exposed to infectious agents, wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, extreme heat, risk of electrical shock and noise level in the work environment is moderate to heavy. Spending extended periods of time exposed to outdoor elements.

While performing the duties of the job, the member is regularly required to use hands to handle or feel objects, tools or controls and reach with hands and arms at times while exposed to grotesque sights and smells associated with trauma and burn victims.

The member is regularly required to stand; walk; climb or balance; stoop, kneel, crouch or crawl; and taste or smell. Work at a steady pace and complete assignments within an appropriate schedule.

The member must regularly lift and/or move up to 25 pounds, frequently lift and/or move up to 50 pounds and occasionally lift and/or move more than 100 pounds.

Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

Certain tasks within this job may require the use of a respirator.

Such tasks may require sufficient pulmonary and respiratory health to use a respirator and may preclude full beards or other obstructions preventing a positive facial fit for half-face or full-face respirators.

While performing the duties of this position, the member will be regularly required to use written and oral communication skills; read and interpret data, information and documents; analyze and solve problems; use math and mathematical reasoning; observe and interpret situations; learn and apply new information or skills.

While performing the duties of this position, employee may be exposed to death, emotional stress, patients with contagious diseases and terminal illnesses while interacting with team members, other organizations and the public.

This description is a general statement of required major duties and responsibilities performed

NOTE: This Job Description sets forth key responsibilities. Personnel in this position may be given additional assignments depending on the needs of the City.

10.D

July 31, 2025

To: Belfast Planning Board

From: Belfast Housing & Property Development Committee

Re: Subdivision Ordinance Revision

The Belfast Housing & Property Development Committee is writing this letter to provide its support for the Planning Board's ongoing consideration of potential amendments to simplify and streamline Belfast's subdivision ordinance.

This Committee is made up of individuals of different ages, professions, and backgrounds. Our perspective on issues related to economic development and land use regulation include those of developers, business owners, nonprofit managers, environmental regulators, and Belfast residents who have become frustrated navigating a stagnant housing market. One thing we all do agree on, is that Belfast suffers from a critical lack of housing supply.

Belfast is not alone in facing severe housing deficits. According to conclusions from well-researched studies such as the Maine Policy Institute's report, *Under Construction: Fixing Maine's Self-Imposed Housing Crisis*, and the Maine State Housing Authority's *State of Maine Housing Production Needs Study*, Maine needs 84,000 new housing units by 2030 to remedy historic underproduction of housing in the state and address the current housing crisis. These studies further conclude that municipal regulations represent a major barrier to reaching this goal. For example:

- Towns with minimum lot sizes had almost 35% higher average home prices than towns without these requirements, and a 10,000 sq ft increase in minimum lot size raises home prices by 4%.
- Towns with land use zoning tend to have higher average house prices, by roughly 7%, compared to unzoned towns.
- By making local regulations complex and difficult to navigate and understand, some cities discourage development, especially by nonlocal and nonprofessional developers.

To that end, the Committee supports efforts to reduce regulatory complexity and streamline permitting requirements for housing development. Accordingly, we strongly advocate for updating our Subdivision Ordinance and Chapter 98 Technical Standards Ordinance. We have heard accounts of the difficulties faced by developers attempting to navigate Belfast's current

subdivision ordinance regulatory framework, and opinions that the process is slower and more onerous than in comparably sized cities in this State.

Complex technical requirements, while often laudable in intent, can have the effect of driving up the cost of projects and leading to less housing overall. In considering potential amendments to the current subdivision ordinance, we urge the Planning Board to, to the greatest extent possible, focus on simplifying the application process and reducing regulatory requirements. In addition, the subdivision ordinance currently provides a number of discretionary decision points. These can have the effect of increasing uncertainty and making developers more hesitant to initiate projects as it may be unclear whether and where issues will be found in a proposal until significant investments in the application process have been made. Where possible, this Committee urges the Planning Board to eliminate discretionary review standards in the subdivision application process.

We recognize that regulations serve important public interests related to public health and safety and environmental impacts and that these goals must often be balanced against the objective of reducing permitting requirements, however, it appears that the subdivision ordinance as currently structured does not strike an adequate balance between these goals and the Planning Board's contemplated amendment of this ordinance represents an opportunity to reduce barriers to housing affordability.

Sincerely,



Nat Clifford, Chair

On behalf of the Housing & Property Development Committee

cc: Bub Fournier, Director, Planning and Codes
Joellyn Warren, Deputy Economic Development Director
Chris Bitely, City Councilor
Paul Dean, City Councilor

September 24, 2025

TO: Belfast Planning Board Committee
Allie Naumann, Administrative Assistant
Planning and Codes Department
131 Church Street, Belfast ME 04915

From: Belfast Housing & Property Development Committee

Re: **Subdivision Ordinance Revision:**

Dear Planning Board Committee Members,

The Belfast Housing & Property Development Committee is writing this letter to provide its support for and feedback on the Planning Board's ongoing consideration of potential amendments to simplify and streamline Belfast's subdivision ordinance. Wherever possible, this Committee urges the adoption and incorporation of State minimum guidelines and standards, such as those provided by the Maine Department of Transportation for roadway design and construction in the process of amending and updating the current subdivision standards.

We previously wrote in support of the Planning Board's effort to reduce regulatory complexity and streamline permitting requirements for housing development through the updating of Belfast's Subdivision Ordinance and Chapter 98 Technical Standards Ordinance. Based on accounts we have heard from developers and members of the community regarding the difficulties in attempting to navigate the current framework of overlapping and sometimes conflicting standards and requirements, we believe the revision of Belfast's subdivision ordinances is a worthy goal.

This Committee understands that the crafting of regulatory standards is an important and difficult task that requires balancing important values, goals, and social policies that may often be in conflict. Weighing what level of risk reduction or environmental preservation is sufficient—and at what increased cost to development—does not lend itself to clear answers or easy consensus.

The Committee celebrates the work done to simplify and condense the two existing subdivision provisions into a more comprehensive whole, and we believe that a great many of the proposed changes in the draft proposal before the Planning Board are positive and will allow for more affordable development while effectively managing risks to public safety and other important goals. These include changes such as alterations to required gravel types and density for subdivision roads, and updated pavement specifications. However, it appears that some proposed changes imposing mandatory design elements might have the effect of significantly expanding

the cost of housing development. These changes include expanded minimum street sizes for certain locations and types of development, required sidewalks for residential developments, mandatory large curve radii on residential roads, mandatory sewer connection requirements, and, perhaps most impactful, closed drainage requirements for infrastructure completed within the urban compact area.

This is a citizen Committee, and we acknowledge that these are complex, technical, regulations that are not easily reducible to lay analysis and are subject to many competing considerations. Given our focus on affordability and the critical need for increased housing supply, we urge the Planning Board to carefully consider every mandatory technical specification to be included in the ordinance, and remain cognizant of the impacts that individual design requirements—even when imposed in the service of a laudable goal—can have on incremental expenses and ultimately the affordability and viability of future housing projects.

The inclusion of a waiver provision for projects that are able to meet certain criteria is a useful tool to allow for project flexibility where warranted, and the Committee supports its inclusion in the proposed revision. Given the utility of waiver and exemption provisions in allowing a project to avoid stringent design requirements where they are not needed, the Committee suggests lowering the vote requirement for waiver approval to a simple majority of the Planning Board, rather than the current 4/5 majority proposed. Finally, wherever possible, this Committee urges the adoption and incorporation of State minimum guidelines and standards for design and construction. Adoption of state minimum standards where feasible provides important benefits in establishing baseline safety standards, while also allowing for uniformity across jurisdictions and lowering barriers to market entry for new developers.

Thank you for the opportunity to provide comment, and for all the hard work done in striving to improve these ordinances and the functioning of our government.

Sincerely,

A handwritten signature in blue ink that reads "Nat Clifford". The signature is fluid and cursive, with the first name "Nat" being particularly prominent.

Nat Clifford, Chair

On behalf of the Housing and Property Development Committee

Cc: Bub Fournier, Director, Planning and Codes
Joellyn Warren, Deputy Economic Development Director
Chris Bitely, City Councilor
Paul Dean, City Councilor

10.E



CITY OF BELFAST

City Hall
131 Church Street
Belfast, Maine 04915

Joellyn Warren
Deputy Economic Development Director

E-mail: deputyecondev@cityofbelfast.org
Phone: (207) 338-3370, extension 124

TO: Honorable Mayor Eric Sanders, Belfast City Councilors, and City Manager Erin Herbig

FROM: Joellyn Warren, Deputy Economic Development Director

Date: February 25, 2026

RE: Approval of submitting a request to the Maine Department of Transportation Infrastructure Adaptation Fund to support repairs to the Belfast Armistice Footbridge.

At your meeting on December 16, 2025, the city consultant from Vanasse Hangen Brustlin, Inc. (VHB) presented findings from the recent inspection conducted on the Belfast Armistice Footbridge. The City engaged VHB to perform a routine visual condition inspection of the Lower Bridge (Footbridge) over Passagassawakeag River, Bridge No. 2477. The bridge is approximately 1030' long with eighteen spans. The superstructure in all other spans is supported on stone masonry piers and abutments from the original 1920's highway bridge that were rehabilitated in 2006.

VHB has provided recommendations for repairs and maintenance to the footbridge. However, the inspection report did not provide a detailed plan related to the recommendations or costs to complete the work. At this time, staff recommend that the city seek clarity for work to be completed and apply for grant funding to support the work.

The Maine DOT will be issuing a Notice of Funding Availability in March 2026 for their Infrastructure Adaptation Fund. The city is eligible to apply for funds for project scoping (up to \$10,000), design (up to \$75,000) and construction (up to \$3 million). Projects must address climate resilience. The grant will cover 95% of the project costs. The city must provide a cash or in-kind match of 5% of the project costs.

It is anticipated that applications will be due in mid-May with awards to follow in January 2027. Projects must be completed no later than September 30, 2029.

At this time, the Deputy Economic Development Director requests that the City Council take the following action at their meeting on March 3, 2026:

Authorize the submission of a grant application to the Maine DOT Infrastructure Adaptation program to support repairs and maintenance for the Belfast Armistice Footbridge and authorize the City Manager to develop final scope and to sign all paperwork related to and necessary for the submission of this request.

10.F



CITY OF BELFAST

City Hall
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Belfast, Maine 04915

Joellyn Warren
Deputy Economic Development Director

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Phone: (207) 338-3370, extension 124

TO: Honorable Mayor Eric Sanders, Belfast City Councilors, and City Manager Erin Herbig

FROM: Joellyn Warren, Deputy Economic Development Director

Date: February 25, 2026

RE: Acceptance of Community Action Grant from the Governor's Office of Policy Innovation and the Future to develop a Preliminary Shoreline Restoration Design along the Heritage Park coastline.

As a result of the Flood Vulnerability Study, which assessed priority assets — including City Landing, the Harborwalk, Steamboat Landing, Heritage Park, and the Armistice Bridge abutments — it was determined that a high-priority area for mitigation is Heritage Park and adjoining public shoreline areas. Included in the recommendation is the use of a hybrid living shoreline, which could be coordinated with continued beach access and the launch of small non-motorized boats.

The area around Heritage Park is one of the last areas to be armored entirely from flooding and storm surge. Incomplete rip-rapped areas are failing, large granite boulders have toppled down, and significant soil erosion has occurred. The intent of the project is to detail how to protect the public area from the breakwater to private property south of Heritage Park.

Funding from GOPIF CAG will allow the city to hire a consultant to prepare preliminary engineering plans that document the methods for making shoreline improvements to enhance and increase the resilience of the shoreline and submit permits to state and federal agencies to facilitate the commencement of work. The City has been approved for the maximum award of \$75,000, which is 90% of the total project cost of \$82,750. The City is required to contribute a non-Federal cost-share of \$7,750. The required match will consist of staff & Committee in-kind to support this project.

At this time, the Deputy Economic Development Director requests that the City Council take the following action at their meeting on March 3, 2026:

Accept the GOPIF Community Action Grant and confirm the required match; and, authorize the City Manager to sign all required contract documents.

10. G



CITY OF BELFAST

City Hall
131 Church Street
Belfast, Maine 04915

Joellyn Warren
Deputy Economic Development Director

E-mail: deputyecondev@cityofbelfast.org
Phone: (207) 338-3370, extension 124

TO: Honorable Mayor Eric Sanders, Belfast City Councilors, and City Manager Erin Herbig

FROM: Joellyn Warren, Deputy Economic Development Director

DATE: February 25, 2026

RE: Notice of award and authorize RFP bid selection process under the Land and Water Conservation Fund grant to upgrade and/or reconstruct public restrooms and playground at City Park.

In June 2025, the City Council approved making a grant request to the Land and Water Conservation Fund to support the Belfast City Park Playground and Restroom Improvement Project. The City was notified that our project has been selected for funding by the state's review panel and is awaiting final approval by the National Park Service. The Land Water Conservation Fund State Liaison Officer provided clarification this month that the local applicants are allowed to begin the RFP bid selection process for their LWCF projects before receipt of the final award.

The Land and Water Conservation Fund Act of 1964 (LWCF) was established to assist federal, state, and local governments in the acquisition and/or development of public outdoor recreation facilities. Administered at the federal level by the National Park Service and at the state level by the Bureau of Parks and Lands in the Maine Department of Agriculture, Conservation and Forestry, LWCF grants can provide up to 50% of the allowable costs for approved acquisition or development projects for public outdoor recreation.

The total grant request was \$500,000 to be matched by the City and its partners for a total project cost of \$1,000,000. Grant funds will be used to develop final designs, solicit public feedback, and construct improvements. The Belfast Rotary Club has pledged to provide financial support for the project to help meet the required local match. The remaining match can be provided under the City account 610-587 Parks Capital Reserve and the Capital Improvement account as well as in kind site work by the Public Works department.

At this time, the Deputy Economic Development Director requests that the City Council take the following actions:

- 1) Accept final award from National Park Service, once announced, and authorize City Manager Erin Herbig to sign all required contract documents; and,
- 2) Authorize city staff to begin RFP bid selection process under the Land and Water Conservation Fund grant for the Belfast City Park Playground and Restroom Improvement Project.