

**City of Belfast**  
**SPECIAL CITY COUNCIL MEETING**  
**Belfast City Hall – Council Chambers**  
**Thursday, February 9, 2023**  
**6:00 P.M.**

**All City Council Meetings and City Committee Meetings will be conducted in-person at Belfast City Hall, effective May 3, 2022.**

**CITY OF BELFAST**  
**Special Meeting**

**1) Call to order**

**2) Roll Call:** Mayor Eric Sanders; Councilors Mary Mortier, Neal Harkness, Brenda Bonneville, Michael Hurley and Paul Dean, City Manager Erin Herbig, and Assistant to the City Manager Manda Cushman.

**3) Adoption of the agenda**

**4) Agenda:**

**A.** Request to go into Executive Session on a Personnel matter pursuant to 1 M.R.S.A. 405 (6) A.

**B.** Request to appoint an Interim Finance Director/Treasurer.

**C.** Request to appoint an Interim Deputy Treasurer.

**D.** Request to authorize the City Manager to sign a contract with an HR Administrator on behalf of the City of Belfast.

**5) Adjourn**

4.B

February 9, 2023

Erin Herbig  
City Manager  
City of Belfast  
131 Church Street  
Belfast, ME 04915

Dear Ms. Herbig:

I would appreciate being considered for the position of interim finance director / treasurer at the City of Belfast. I would enjoy getting direct experience with the City's financial affairs and become involved with all aspects of the City's financial activities, from processing payables to managing the city's investments and debt issuances. This experience would provide me with the opportunity to apply the skills I've developed at the various jobs I've held in the past and, more importantly, to become involved with the day-to-day financial activities of Belfast.

Below is a summary of what I believe are some of the important responsibilities a finance director has and what relevant experience I have associated with each identified responsibility. In my opinion, a municipal finance director needs to have a good understanding of the following:

**Debt issuance and management.** I have over twenty years at the Maine Municipal Bond Bank (MMBB) where I worked with municipalities to issue debt that funded various capital improvement projects. In the issuance process, I communicated with municipalities, bond counsel, trustees, banks, underwriters, and state and federal agencies in order to get from loan application to loan closing. In my role as MMBB program officer and MMBB state revolving loan fund (SRF) program officer I helped the City and Belfast Water District secure financing that funded various capital projects in Belfast. Once the bond was issued, I monitored the debt until final payment and loan close-out. I had similar responsibilities, except for surveillance duties, when I worked at the Texas Water Development Board.

**Investment administration.** In my role as the MMBB program officer, I oversaw the investing of debt service reserve fund bond proceeds twice a year. This oversight was necessary in order to confirm purchases met statutory and bond indenture requirements along with matching the investments' maturities and periodic interest payments with cash flow requirements associated with the debt service reserve fund's payments, since MMBB bond proceeds were deposited in the debt service reserve fund. As the MMBB SRF program officer, I collaborated with the MMBB's chief financial officer (CFO) to invest the custodied SRF funds so that the cash flow from the permitted investments matched funding needs for the SRF program.

In addition to my time at the MMBB, I spent about a year in New York City on a municipal bond trading desk where I filled orders received from brokers in New England for their clients. This experience provided me with a basis understanding of the nature of the municipal bond market and how municipal bonds are an important component of a diversified investment portfolio.

**Accounting principles.** While I don't have experience posting to a general ledger and preparing a trail balance, I do have years of experience reviewing and analyzing audited financial statements as well as explaining certain programmatic activities to external auditors during the MMBB's year-end audit. With each loan request from a municipality, as part of the underwriting process, I'd review three years' worth of audited financial statements to determine financial trends in order to make recommendations to the MMBB's board of commissioners which acted as a loan committee. The review included examining the auditor's opinion, the management discussion and analysis, the key financial statements (balance sheet

and statement of revenues and expenditures), and the notes to the financial statements. The purpose was to determine the financial health of the loan applicant and if it was an acceptable risk to lend funds to these municipal applicants.

**Cash Management.** In my role as the MMBB SRF program officer, I would project cashflow needs for funding new SRF loans and then work with the MMBB's CFO to invest the SRF funds to achieve an acceptable yield on the investment while realizing necessary investment maturities. Also, I oversaw the payment requisition process for the SRF program as the SRF program officer. While I didn't actually process the payment requisition (but did as the program assistant many years ago), I would review certain transactions for accuracy and also be included in the process when an atypical payment request was submitted for payment in order to determine the appropriate action.

**Budgeting.** I was responsible for preparing the revenue-side of the SRF budget and reviewing budgeted SRF expenditure amounts prepared by the MMBB CFO during my five years as that program's program officer. Also, as the multifamily loan officer at Maine Housing, I'd review operating budgets for new multifamily properties to determine legitimacy of the amounts provided by the developer in the proforma. Finally, while working as a legislative analyst at the Office of Fiscal and Program Review, I, along with the respective state department/agency, would assess the budgetary impacts (on both the revenue and expenditure side of the ledger) of legislation introduced and reported out of certain legislative committees.

Thank you for your time and consideration.

Sincerely,

*Gregory D. Connors*

## **GREGORY D. CONNORS**

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### **EXPERIENCE:**

Highlighting vocational experiences that required high-level financial analysis, strong communication skills, and public policy focus.

### **CITY OF BELFAST**

2022-2023

#### ***Deputy Economic Development Director***

Research and identify appropriate federal and state grant programs for possible funding sources for various capital improvement projects. Assist with the identification of potential sites for business location/relocation. Support with developing a committee reorganization strategy. Assess financial aspects of USDA RD's community facilities loan/grant and wastewater revolving fund programs. Consult with Maine Housing to determine appropriate deployment of CDBG funds to 115 Congress Street. Review programmatic details of Maine Housing's Rural Affordable Rental Housing Program.

### **MAINE MUNICIPAL BOND BANK**

2022

#### ***Bipartisan Infrastructure Law (BIL) SRF Program Officer***

Analyzed new funding programs authorized under the BIL and recommended and implemented programmatic changes to incorporate the new BIL programs into the existing Clean Water and Drinking Water State Revolving Fund (SRF) programs. Identified process improvements to maintain the high-level of service provided to internal and external stakeholders while managing more than twice the annual allotments to the two SRF programs.

2016 - 2021

#### ***SRF Program Officer***

Managed all aspects of two federally funded programs, the Clean Water and Drinking Water State Revolving Loan Funds. Duties include, but are not limited to, underwriting and origination for new loan requests, credit monitoring of existing SRLF borrowers, loan restructuring for problem/delinquent loans, and monitoring compliance with federal and state regulations.

1998 - 2009

#### ***Program Officer***

Developed, marketed, implemented, and administered designated loan programs operating under the auspices of the Bond Bank. Structured bond issues, analyzed loan requests and audited financial statements, and collaborated with working group members to reach desired outcomes in the issuance process.

1991 -1995

***Program Assistant***

Structured and coordinated municipal bond issues for Maine's cities, towns, counties, schools and other quasi-municipal entities

**MAINE HOUSING**

2021 - 2022

***Multifamily Loan Officer***

Analyzed financial feasibility of affordable housing developments, including new construction, acquisition/rehabilitation, and adaptive/reuse projects. Responsibilities included the ongoing review and evaluation of application and financial information, conducting underwriting due diligence and analysis to provide a funding recommendation, preparing underwriting presentations for loan committee, ordering and reviewing appraisals and market studies, and communicating with other internal and external partners to provide information and gain consensus.

**NORTHERN NEW ENGLAND HOUSING INVESTMENT FUND**

2013 - 2015

***Senior Asset Management Officer***

Disposed of matured real estate investments. Conducted feasibility analysis of contractual consent and waiver requests.

**MAINE STATE LEGISLATURE, OFFICE OF FISCAL AND PROGRAM REVIEW**

2013

***Legislative Analyst***

Assessed the fiscal impacts of budgetary initiatives and legislation on certain State agencies and local governmental units. Prepared fiscal notes on legislation that was reported out of certain legislative committees to the full legislature.

**MAINE MUNICIPAL ASSOCIATION**

2011 - 2012

***Legislative Advocate***

Provided written and verbal testimony to legislative committees in order to advance the Association's legislative agenda through the legislative process. Analyzed legislation to determine the impact on municipalities. Moderated sub-committee meetings to determine the Association's position on bills introduced during the legislative session.

**TEXAS WATER DEVELOPMENT BOARD**

2009 - 2010

***Financial Analyst***

Analyzed financial applications from various political subdivisions for bond financing. Prepared funding recommendations for the Board's consideration. Coordinated bond closings in order to meet the timing needs of the approved political subdivisions.

**PEOPLES HERITAGE BANK**

1995 to 1998

***Business Development and Sales Manager/Assistant Vice President***

Acted as Personal Banker and Sales Manager to actively develop a retail and small business customer base. Ensured that quality service was provided to customers. Assumed overall banking center responsibilities.

**PAINE WEBBER, INC.**

1991

***Retail Sales Liaison***

Traded secondary and primary market municipal bonds for PaineWebber's financial advisors.

**EDUCATION:**

**UNIVERSITY OF SOUTHERN MAINE**

Muskie School of Public Service

Program of Study: Master's Degree in Public Policy & Management

Cumulative GPA: 3.7

Graduated in 2014

**UNIVERSITY OF MAINE AT ORONO**

Bachelor of Science in Business Administration

Major: Finance and Management

Cumulative GPA: 3.31

Graduated with High Distinction, 1989

4.C

**Brittany Harris**

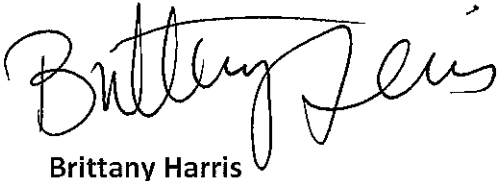
**02/09/2023**

**To whom it may concern:**

This cover letter is for consideration for the position of interim deputy Treasurer.

I have worked for the City of Belfast as Tax Collector for the past 2 years. In that time, I have learned a lot about municipal government and the position I currently hold. I am excited about the opportunity to expand my knowledge about the Finance department for the City of Belfast.

**Sincerely,**

A handwritten signature in black ink that reads "Brittany Harris". The signature is written in a cursive, flowing style with a large initial 'B' and 'H'.

**Brittany Harris**

## Brittany Harris

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### QUALIFICATIONS

- Ability to multitask and work efficiently
- Outstanding written and oral communication skills
- Exceptionally organized and detail oriented
- Proficient in Microsoft Word, Excel, and Outlook

### PROFESSIONAL EXPERIENCE

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#### Tax Collector/Deputy Clerk

City of Belfast, Belfast, ME

January 2021 – Present

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#### Tax Collector

Print Tax Bills, send 2nd Half Tax reminders to all outstanding Real Estate and Personal Property Tax accounts. Send 30-day notices and perform deed research on all tax accounts in danger of going to lien status. File Liens with Waldo County Registry of Deeds. Discharge Liens with the Registry of Deeds when tax accounts have been paid in full. Generate Supplemental bills and process abatements received from Assessing.

#### Deputy Clerk

Accept payments on all Sewer, Real Estate and Personal Property accounts. Perform all BMV transactions. Perform all MOSES transactions for Inland fisheries and wildlife. Assist with election processes, voter registration, absentee ballots, election day registration.

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#### Credentialing Associate

athenahealth, Belfast, ME

January 2014 – March 2017

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#### Group & Enterprise Credentialing

Hosted weekly credentialing status calls with group and enterprise clients in order to monitor ongoing credentialing for new, as well as revalidations for existing, providers. Also addressed and resolved escalated issues with clients when necessary.

#### Analyzing Credentialing Reports



Generated and reviewed Credentialing Accounts Receivable and Credentialing Status reports, as well as the Action Item Log. Presented reports to clients during weekly status calls.

**Client Specific Document Creation**

Created Welcome Packets, New Hire Notes, Linkage Letters, and Client Synopsis documents based on individual client needs.

Additional contributions included assistance with establishing a credentialing project plan, administering project plans for terminations, as well as adding new payer and provider types. This position also involved working closely with various internal departments including Professional Services, Account Management, and the Executive Support Center.

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**Credentialing Analyst**

athenahealth, Belfast, ME

August 2012 – January 2014

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Monitored clients' ongoing credentialing.

Completed payer applications.

Reviewed and provided status on credentialing applications.

Worked closely with practice points of contact for enterprise clients' credentialing.

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**Enrollment Analyst**

athenahealth, Belfast, ME

May 2012 – August 2012

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Completed verifications to validate provider information.

Maintained Enrollment Welcome Letter inbox and resolved discrepancies as necessary.

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**Senior Member Service Representative**

Downeast Credit Union, Belfast, ME

**/Loan Officer**

March 2010 - May 2012

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Researched and resolved escalated member issues.

Administered branch scheduling and payroll.

Managed teller line and member service representatives

Trained member service representatives

Generated, processed, approved, and closed consumer loan applications.

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**Member Service Representative**

Downeast Credit Union, Belfast, ME

December 2008 – March 2010

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Processed transactions for members.

Researched and resolved errors in deposits, transactions, and checks.

Opened new checking, savings, and IRA accounts.

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**Education**

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University Of Maine

Orono, ME

2003-2004

Liberal Arts & Sciences

Mount View High School

Thorndike, ME

1999 - 2003

Graduated with Diploma

4.D

**Nancy Anne Driscoll**

**RE:** Human Resources Opportunity

Dear Hiring Committee:

Please review the attached resume, which highlights the skills and accomplishments that will enable me to contribute effectively to the team.

During my 20 years in the management field, I have demonstrated leadership, independence, human resources mastery, exemplary work habits and proactive efficiency. I would appreciate the opportunity to meet with you to discuss the Human Resource Consultant position which I am eminently qualified for.

Throughout my tenure I frequently had the opportunity to independently use my superior management skills. I'm proud that I was able to reduce the turnover rate significantly, decrease abuse of leave issues by 62%, increase productivity on a regular basis, and meet all deadlines by implementing a corporate contingency plan for leave consistency.

I enjoy the leadership challenges, responsibilities, and goal setting that is involved in my work, and applying my innate abilities to solve difficult situations. I also have proven ability with analytical and technical writing, HR process audits, recruitment, training, staffing, compensation, FMLA, ADA, SNLA, DVL, COVID and safety policies, maternity, military, retirement, health care issues, succession planning, personnel cost planning, budget management, personnel development, training and event management, travel management and environmental health and safety, organizational management, personnel administration, recruitment, time management and payroll, all of which I have been called upon to use on a regular basis. Former Maine SHRM Midcoast Association Region President.

Serving as HR Director at the Boston Police Department my management skills were further enhanced as I faced many daily challenges. Working for you would allow me to provide The City of Belfast with superior customer service while providing me a very exciting opportunity in my home community.

Thank you for taking the time to review my qualifications. I would appreciate the opportunity to answer any questions that you may have.

Sincerely,

Nancy Anne Driscoll

# Nancy Anne Driscoll

## OBJECTIVE

To secure a position as a valued member of your management team leveraging my skills, energy, and talent.

## SUMMARY OF QUALIFICATIONS

An accomplished executive with proven expertise in:

◆ Policy Development and Payroll Administration	◆ Comprehensive Health Care Program
◆ Labor Relations and Negotiations	◆ Employee Relations and Workers Compensation
◆ Personnel Development and Retention	◆ Project Analysis and Workforce Planning
◆ Developing SOP's on a Regional Basis	◆ Recruiting and Hiring
◆ Legal Compliance Issues	◆ Benefit Program Administration

## PROFESSIONAL EXPERIENCE

Washburn & Doughty  
Human Resources Director

East Boothbay, Maine  
January 2019 – March 2021

Building Tugboats and Ferry's in the strong Maine tradition

- All HR and Safety functions, to include COVID protocols and procedures

Boston Police Department  
Human Resources Director

Boston, Massachusetts  
May 2016 – January 2019

Dating back to 1838, dedicated to working in partnership with the community using innovative strategies and partnerships to protect everyone in the City.

- Oversees the Occupational Health Services and Wellness Unit
- Experience in strategic planning and execution to advance the mission and objectives of the Department
- Developed an interactive web site to discuss concerns with the HR Department or among one another
- Ability to motivate teams and simultaneously manage several projects
- Recruitment efforts and accomplished the unprecedented feat of managing two officer recruitment classes that resulted in the hiring of 131 new patrolmen for each class while simultaneously developing and conducting a Detective promotional exam for 600 officers
- Provide support for all departments collaborating with management teams to promote individual growth plans for employees
- Promote wellness within the department, coordinating and holding annual health fairs
- Represent the Department at Civil Service hearings, committee meetings, and at formal functions
- Review activity reports and financial statements to determine progress and status in attaining objectives and revise objectives and plans in accordance with current conditions
- Ability to communicate and interact with officials at all levels of government and to work effectively with a wide range of constituencies in a diverse community
- Being fluent with the terms and conditions of the collective bargaining agreements for 13 different unions, 11 sworn and 2 civilian unions.

Mathews Brothers Company  
Human Resources Director

Belfast, Maine  
October 2012 - April 2016

Americas oldest international window and door manufacturer with annual sales in excess of \$1.5 million.

- Originates and leads Human Resources practices and objectives that provide an employee-oriented, high performance culture that emphasizes empowerment, quality, productivity and standards
- Encourage goal attainment, and the recruitment and ongoing development of a superior workforce
- Coordinates implementation of services, policies, and programs through Human Resources staff
- Reports to the CEO and serves on the executive management team
- Assists and advises company managers about Human Resources issues
- Employee services and counseling

Stock Building Supply  
Regional Human Resources Director

Conway, South Carolina  
January 2000 – July 2008

An international building supplier with 369 locations and annual sales in excess of \$3.2 billion.

- Direct the human resources functions, manage grievance, arbitration and agency issues and manage the peer review program
- Background includes: A 13% turnover reduction, award of a six-year compensation package and a reduction in worker's compensation expenses by 60%
- Maintained implementation of human resources initiatives and strategies; improved the organization's supervisory training, conflict/complaint resolution, employee development/relationships and benefit and compensation solutions
- Maintained OSHA required programs and federal regulations accordance to pertinent laws
- Develop, analyze, and implemented standard operating procedures for automated activities within the company; supervise acquisition and maintenance of equipment on a market level
- Design, write, and implement a corporate safety program that encompasses all natural and manmade disasters and threats. Include all aspects of the business from finance procedures to customer service and deliveries
- Offering 7 years' experience in being a corporate trainer and positive catalyst for change to promote an increase in customer service and promote positive attitudes to increase revenue
- Experience in addressing groups and giving presentations that are both informative and teaching
- Maintained payroll and business expenditure tracking for 300 associates at different levels of management, as well as the accounts for 12 subcontractors
- Managed payroll for 12 subcontractors
- Proficient technical writing skills, excellent verbal and written communication skills and analytical ability of showing growth and outcome in spreadsheets and analytical reports for comparison data

Pelicans / Builders First Source  
Human Resources Manager

Conway, South Carolina  
March 1998 – January 2000

National provider of building materials processing-catalyst for the building industry.

- Implemented a performance measurement and development program for supervisors focused on enhancing management performance, team building and management
- Led the organization's market negotiations
- Coordinated market relations at several distribution centers
- Created and implemented results-based training and development, managed policies and procedures for all U.S. locations
- Standardized benchmarks for measurement of attendance, training effectiveness, cost per hire, labor cost and product improvements

## EDUCATION

Master of Business Administration

University of Phoenix, with Honors, GPA: 3.9

Designed to enhance the management skills needed to function effectively within an organization.

Bachelor of Science in Health Administration

Grand Canyon University, with Honors, GPA: 4.0

Summa Cum Laude, member of Phi Theta Kappa Honor Society

The conceptual and analytical skills required to manage supervisory roles in health care organizations.

## SPECIALIZED TRAINING

I have continued my education on corporate levels to include the following certification courses: HR Management, Safety Management (to include financial aspects as well), OSHA regulations and requirements, Workman's Compensation Conferences, Drug and Alcohol Abuse Awareness in the Work Place, Job Site Safety Rules and Regulations, Blood Borne Pathogen Trained, CPR Certified, First AIDE Responder Certified, Management Style Seminars, Emergency Preparedness Coordinator, Emergency Management Institute -US Department of Homeland Security Trained to include: IS100 and IS100b-introduction to incident command system; IS200 and ICS200b-ICS for single resources and initial accident incident; IS700a-National incident management system(NIMS); IS701a-NIMS multiagency coordination system (MACS); IS702a-NIMS public information systems; IS703a-NIMS resource management; IS704-NIMS communications and information management; IS800b-National response framework, State and Federal Employment Rules and Awareness Classes taught.

Author of non-publicized Corporate Safety Policy Manual with OSHA standard tests in both English and Spanish,

Author of non-publicized Corporate Disaster Recovery Plan for Management and Credit, Author of non-publicized Corporate Accident Reporting and general HR guidelines, and Irate Customer Certified.