



CITY OF BELFAST

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TO: Mayor and Honorable Members of Belfast City Council and Community of Belfast

RE: 2022-2023 Budget Message

FROM: Erin Herbig, City Manager

DATE: Thursday, April 14, 2022

2022. It was hard to imagine what this might look like, yet here we are. Now more than two years into a pandemic, the City of Belfast has continued to provide non-stop service to the citizens of Belfast 24 hours a day, 7 days a week, 365 days a year.

While parts of the last two years have and still feel like we were striving to get to the other side, we have had to accept some of these changes as our new norm as it would be unwise to anticipate they will ever return to pre-pandemic normal.

Like all employers across our state and country, we too have felt the labor shortage, in nearly every City department, but most severely in our emergency response positions.

And like all employers across our state and country, the cost of doing business has increased. Just as a bag of groceries costs a lot more than it used to, so does tar patch, salt, sewer pipes, ink cartridges, paper, and vehicles, if you can get them.

We too feel the labor and financial pressures that the pandemic did not entirely create but certainly further intensified. With one eye navigating us through the remainder of the pandemic, the other must look toward investing in the future of the City of Belfast. This includes investment in our aging infrastructure for maintenance and growth, investments in equipment and programs to keep up with a modernizing world, and investment in our staff with more support and training so that we may continue to provide the level of service the citizens of Belfast expect and deserve.

The impacts of COVID-19 have certainly challenged our community, but together we set in place a plan that has helped us get through the worst of the past two years together. In FY22-23 the City of Belfast continues to look for the opportunities that exists despite the challenges.

These changes are the backbone to building a government that our community is proud of. With that said, I acknowledge that it can come at a cost to the taxpayers of Belfast. My hope is that after reading this letter the Council and the public will better understand what is driving this year's budget and why these financial commitments are necessary if we want to continue to improve our services.

The FY22-23 City Manager's budget proposal increases but contains our spending from \$11,505,437 to \$11,927,830 which represents an **increase of \$422,393 or 3.68% in FY22-23 from our current spending in FY21-22.**

When compared to the initial City Department requests of \$13,957,107 I received in January, this proposal contains **\$2,029,277 representing 14.54.02% in spending cuts from the initial City Department requests.**

The FY22-23 City Manager's budget proposal also includes an increase from \$5,134,686 to \$5,478,860 which represents an **increase of \$344,174 or 6.70% in FY22-23 from our estimated non-property tax revenues in FY21-22.**

When we consider these increases in spending against the increase in revenues, the FY22-23 City Manager's budget proposal contains a net increase from \$6,370,651 to \$6,448,970 which represents a **net increase of just \$78,319 or 1.22% in FY22-23 for the City of Belfast expenses which would account for 34.35% of the City of Belfast property tax bill in FY22-23** and would increase the Mil rate by less than 0.1 in FY22-23.

However, both the County Tax Bill and the RSU71 Tax Bill are increasing this year. Last year's County Tax Bill was \$1,562,687. **This year's County Tax Bill is \$1,631,789. This is an increase of \$69,102 or 4.42% from FY21-22.**

And last year's RSU 71 School Tax Bill was \$10,491,398. **This year's RSU 71 estimated School Tax Bill is \$10,693,882. This is an increase of \$202,484 or 1.93% from FY21-22.**

Together they increase from \$12,054,385 in FY21-22 to \$12,325,671 in FY22-23, **an increase in \$271,586 for County and RSU71 School Tax bills which would account for 65.65% of the City of Belfast property tax bill in FY22-23.**

This would increase the overall spending by \$349,151 or 1.90%. The mil rate is projected to increase 0.3mil in FY22-23, from 22.0 in FY21-22 to 22.3mil in FY22-23.

I. Increases and Decreases in Non-Property Tax Revenue Projected

Finance Director Theresa Butler and I have monitored our revenue figures closely since the beginning of the pandemic and have established a system to project FY22-23 revenues with confidence despite the uncertain economic ground we remain on. These estimated projections were reached with an analysis of 2020, 2021 and 2022 revenues. We are **projecting \$5,478,860 in non-property tax revenues for FY22-23.** This is an INCREASE of \$344,174 from FY21-22 \$5,134,686 (an INCREASE of 6.70%). This is a combination of increased revenues in certain categories as well as decreases in others in response to what the data and economic forecast are telling us.

i. Revenue lines with more than a \$2,000 increase in FY22-23 from FY 21-22 are:

#110-3120	City Clerk's Receipts	\$4,202
#110-3200	Ambulance Contracts	\$8,814
#110-3230	Ambulance Receipts	\$88,261
#110-3250	Misc. Receipts	\$14,000
#110-3260	Harbor Receipts	\$64,401
#110-3290	Solid Waste Receipts	\$10,330
#110-3340	Recycling Receipts	\$21,729
#110-3390	State Municipal Revenue Sharing	\$167,297
#110-3400	Boathouse Rentals	\$7,776
#110-3430	Police Building Lease	\$2,098
#110-3511	Tree Growth	\$12,000
#110-3512	Veterans Exemption	\$7,000
#110-3513	Solar Exemption	\$160,000

ii. Revenue lines with more than a \$2,000 decrease in FY22-23 from FY 21-22 are:

#110-3110	Excise Tax	(64,084)
#110-3140	Interest Receipts	(29,149)
#110-3240	Automobile Registrations	(2,122)
#110-3280	Site Plan/Subdivision/Use	(16,246)
#110-3320	URIP Funds	(30,456)

#110-3330	Code Compliance Receipts	(34,731)
#110-3350	Cable Franchise Fees	(4,017)
#110-3360	Gasoline Tax Refunds	(2,123)
#110-3440	Tax Lien Fees	(3,067)
#110-3460	Thompson's Wharf Receipts	(11,205)
#110-3480	Electrical Permits	(18,488)
#110-3506	Plumbing Permits	(3,001)

II. The increase in City Expenses in the Initial City Departments Requests

It is important to understand where the initial FY22-23 budget started and where the proposed City Manager's budget proposal arrives. City Departments and various non-profit entities submitted budget requests totaling \$13,957,107 this year. Last year's finalized budget that was approved by the Council totaled \$11,505,437. This would result in an increase of \$2,451,670 or 21.31%. The largest drivers of the increase were:

1. New Capital Project Requests
2. Competitive Salary and Wages
3. Employee Benefits
4. Road Construction
5. Legal Services
6. General Assistance
7. Fire and Ambulance Equipment Maintenance and Reserves
8. Training and Development

III. The Scenario Should the Council Approve the Budget as Initially Requested

When you consider our anticipated increase in projected revenues [\$5,478,860] combined with the initially requested increase in expenses [\$13,957,107] this leaves us with a budget gap of \$8,478,247.

If the Council were to approve the initial budget requested by our Department Heads, including all Capital Projects: this would result in an increase from \$6,370,751 to \$8,478,247 representing a 33.08% increase over FY21-22, totaling the 47.75% portion of the property tax bill that covers City taxes. This would not represent the portions collected for School and County Tax which would account of the other 59.25% of the property tax bill.

Last year's County Tax Bill was \$1,562,687. This year's County Tax Bill is \$1,631,789. This is an increase of \$69,102 or 4.23% from FY21-22.

Last year's RSU 71 School Tax Bill was \$10,491,398. This year's RSU 71 estimated School Tax Bill is \$10,693,882. This is an increase of \$202,484 or 1.93% from FY21-22.

Due to the increase in the projected School Tax and the estimated TIF payment, the overall budget would increase by 12.91%. After two long years of hardships experienced as a result of the ongoing pandemic, and the uncertainty that still remains as we navigate what the economic future looks like, it would be irresponsible to expect that our citizens and businesses could absorb such an increase at this time.

IV. Proposed Spending Cuts from the Initial City Department Requests

Recommended budget cuts in the City Manager's proposed budget total \$2,030,368.

Expense lines cut from the initial City Department requests include:

#100-603	Manager	Office Equipment Capital Reserve	(\$500)
#110-501	Finance	Salary and Wages	(\$3,141)
#120-503	Assessing	Unscheduled Overtime	(\$1,000)
#120-511	Assessing	Vehicle and School Expense	(\$500)
#130-603	City Clerk	Office Equipment Capital Reserve	(\$1,000)
#180-527	Employee Benefits	Social Security/Medicare	(\$1,733)
#180-528	Employee Benefits	Retirement Plan	(\$932)
#190-515	Boathouse	Electricity	(\$100)
#190-516	Boathouse	Heating Fuel	(\$500)
#190-517	Boathouse	Telephones/Internet	(\$50)
#210-501	Fire	Salary and Wages	(\$12,000)
#210-503	Fire	Unscheduled Overtime	(\$3,000)
#210-504	Fire	Supplies and Expenses	(\$2,000)
#210-520	Fire	Bldg. Maintenance, Repairs, Misc.	(\$5,000)
#210-534	Fire	Hose Replacement	(\$600)
#210-537	Fire	Equipment Capital Reserve	(\$15,000)
#210-580	Fire	Uniforms	(\$1,200)
#210-713	Fire	Equipment Maintenance	(\$2,000)
#220-503	Police	Unscheduled Overtime	(\$7,000)
#220-504	Police	Supplies & Expenses	(\$400)
#220-520	Police	Bldg. Maintenance, Repairs, Misc.	(\$500)
#220-535	Police	Purchase of Equipment	(\$47,000)

#220-536	Police	Vehicle Maintenance and Repairs	(\$1,000)
#220-537	Police	Equipment Capital Reserve	(\$5,000)
#220-540	Police	Firearms Training/Qualifications	(\$600)
#220-843	Police	K-9 Expenses	(\$3,425)
#230-545	Street Lighting	Downtown Street Lights	(\$2,700)
#240-523	Hydrants	Hydrants	(\$53,482)
#250-504	Cable Television	Supplies and Expenses	(\$300)
#270-501	Ambulance	Salary and Wages	(\$35,091)
#270-503	Ambulance	Unscheduled Overtime	(\$4,000)
#270-504	Ambulance	Supplies and Expenses	(\$6,770)
#270-537	Ambulance	Equipment Cap Reserve	(\$5,000)
#270-560	Ambulance	Paramedic Clothing Allowance	(\$1,000)
#270-567	Ambulance	Gas, Oil, Grease and Diesel	(\$5,000)
#280-563	Animal Control	Kennel Contract/Veterinary	(\$2,500)
#290-501	Crossing Guards	Salary and Wages	(\$4,406)
#410-501	Public Works	Salary and Wages	(\$1,726)
#410-516	Public Works	Heating Fuel	(\$1,000)
#410-535	Public Works	Purchase of Equipment	(\$25,000)
#440-501	Transfer Station	Salary and Wages	(\$1,539)
#440-503	Transfer Station	Unscheduled Overtime	(\$2,000)
#440-515	Transfer Station	Electricity	(\$130)
#440-516	Transfer Station	Heating Fuel	(\$600)
#440-520	Transfer Station	Bldg. Maintenance, Repairs, Misc.	(\$11,100)

#440-574	Transfer Station	Landfill Closing Costs	(\$5,500)
#440-575	Transfer Station	Trans/Tipping/Disposal	(\$10,000)
#440-576	Transfer Station	Recycling Expenses	(\$1,000)
#520-501	Social Services	Salary and Wages	(\$273)
#550-581	Social Services	Social Services Agencies	(\$29,773)
#580-501	Economic Development	Salary and Wages	(\$90,346)
#610-501	Parks and Recreation	Salary and Wages	(\$3,450)
#610-503	Parks and Recreation	Unscheduled Overtime	(\$1,000)
#610-504	Parks and Recreation	Supplies and Expenses	(\$400)
#610-511	Parks and Recreation	Vehicle and School Expense	(\$600)
#610-517	Parks and Recreation	Telephones/Internet	(\$190)
#610-535	Parks and Recreation	Purchase of Equipment	(\$4,500)
#610-536	Parks and Recreation	Vehicle Maintenance and Repairs	(\$1,500)
#610-537	Parks and Recreation	Equipment Cap Reserve	(\$17,000)
#610-567	Parks and Recreation	Gas, Oil, Grease and Diesel	(\$200)
#610-584	Parks and Recreation	Park Toilet Maintenance	(\$4,758)
#610-585	Parks and Recreation	Park Maintenance	(\$8,605)
#610-587	Parks and Recreation	Capital Reserves - Parks	(\$40,000)
#610-588	Parks and Recreation	Programming	(\$3,500)
#620-501	Library	Salary and Wages	(\$7,446)
#620-504	Library	Supplies and Expenses	(\$350)
#620-516	Library	Heating Fuel	(\$1,000)
#620-517	Library	Telephones/Internet	(\$300)

#620-518	Library	Water	(\$350)
#630-503	Cemetery	Unscheduled Overtime	(\$500)
#630-593	Cemetery	Maintenance Capital Reserve	(\$6,000)
#650-596	Misc. Promotionals	Misc. Promotionals	(\$31,610)
#650-726	City Promotionals	City Promotionals	(\$1,000)
#660-504	Harbor	Supplies and Expenses	(\$1,500)
#660-515	Harbor	Electricity	(\$500)
#670-501	Planning/Codes	Salary and Wages	(\$7,450)
#670-504	Planning/Codes	Supplies and Expenses	(\$625)
#670-509	Planning/Codes	Computer Support and Training	(\$500)
#670-601	Planning/Codes	Advertising	(\$4,000)
#670-603	Planning/Codes	Office Equipment Cap Res	(\$500)
#680-604	Planning and Zoning	Engineering/Professional	(\$10,000)
#700-608	Debt Service	Debt Service	(\$20,000)
#720-	New Capital Projects	New Capital Projects	(\$1,532,171)

V. Manager's Budget Proposal

The City Manager's gross budget proposal totals \$11,927,830. This proposal is an increase of \$422,393 from last year's Council approved budget (an increase of 1.22%).

When combined with the total estimated non-property tax revenues, **the net to the property payer for City taxes would increase from \$6,370,751 to \$6,448,970** which represents a **net increase of just \$78,319 or 1.22%**.

If the Council were to approve the City Manager's budget proposal, which includes limited Capital Projects: this would result in a decrease from FY21-22 of the 34.58% portion, down to 34.35% of the property tax bill that covers City taxes. This does not represent the portions collected for School and County Tax which accounted for the other 65.42% of the FY21-22 property tax bill.

Due to the increase in the County Tax and the projected School Tax, this would result in an increase from 65.42% to 65.65% of the FY21-22 of the property tax bill to cover County and School Tax expenses.

Since this year's County Tax Bill is \$1,631,789 and this year's estimated RSU 71 School Tax Bill is \$10,693,882 the net effect of approving all the requested City expenses would result in an increase from FY21-22. **The Mil rate is projected to increase .3 mil from 22.0mil to 22.3mil for FY22-23.**

The FY22-23 City Manager budget proposal honors required investments to prevent deterioration beyond salvageable levels in our infrastructure, equipment, and staff. Undoubtedly, we will be required to continue to make substantial investments in FY23-24. In many ways our ability to serve our community while not maintaining our own infrastructure, equipment and staff has risen to the top of budgetary priorities as our Department Heads look to address these growing issues. Still, we must be mindful that we are still not out of this pandemic and although the City may have needs, we have to address them practically in a fiscally responsible manner.

The City of Belfast has also relied on available COVID-19 grant and reimbursement funding from the State and Federal government which filled gaps in FY20-21 and FY 21-22

budgets, but it is uncertain if it will continue to fill gaps and holes in the upcoming fiscal year as COVID-19 becomes more of a normal way of life.

As we have learned over the past year, we will continue to be met with unanticipated challenges that force us to respond and overspend. In turn, we must underspend whenever we can.

Expense lines with more than a \$2,000 increase in FY22-23 from FY 21-22 are:

#100-501	Manager	Salary and Wages	\$14,714
#100-511	Manager	Vehicle and School Expense	\$2,015
#100-512	Manager	Legal Services	\$30,000
#110-501	Finance	Salary and Wages	\$8,067
#120-501	Assessing	Salary and Wages	\$24,411
#130-501	City Clerk	Salary and Wages	\$9,300
#140-524	City Building Maintenance	Cleaning Contract	\$15,300
#180-527	Employee Benefits	Social Security/Medicare	\$38,653
#180-528	Employee Benefits	Retirement Plan	\$141,205
#180-529	Employee Benefits	Group Life Insurance	\$2,484
#210-534	Fire	Hose Replacement	\$4,400
#210-535	Fire	Purchase of Equipment	\$3,000
#210-536	Fire	Vehicle Maintenance and Repairs	\$6,000
#210-537	Fire	Equipment Capital Reserve	\$30,000
#210-559	Fire	Training and Development	\$5,000
#210-713	Fire	Equipment Maintenance	\$6,500

#220-501	Police	Salary and Wages	\$91,432
#220-504	Police	Supplies and Expenses	\$2,355
#220-539	Police	Mileage and School Expenses	\$3,000
#220-567	Police	Gas, Oil, Grease and Diesel	\$6,500
#260-550	Municipal Insurance	Worker's Comp	\$5,681
#270-501	Ambulance	Salary and Wages	\$91,323
#270-537	Ambulance	Equipment Capital Reserve	\$8,488
#270-559	Ambulance	Training and Development	\$13,000
#280-563	Animal Control	Kennel Contract/Veterinary	\$2,500
#410-501	Public Works	Salary and Wages	\$31,348
#410-515	Public Works	Electricity	\$2,300
#410-520	Public Works	Bldg. Maintenance, Repairs and Misc.	\$4,000
#410-566	Public Works	Parts and Tires	\$5,000
#410-567	Public Works	Gas, Oil, Grease and Diesel	\$5,000
#410-572	Public Works	Culverts, Signs and Paint	\$5,000
#420-573	Sidewalks	Sidewalk Improve/Maintenance	\$10,000
#450-577	Road Construction	Road Construction, Paving and Maintenance	\$40,000
#460-578	Tree Program	Tree Maintenance	\$15,000
#510-579	Social Services	General Assistance	\$20,000
#520-501	Social Services	Salary and Wages	\$3,340
#550-581	Social Services	Social Service Agencies	\$8,886
#610-501	Parks and Recreation	Salary and Wages	\$6,452

#610-537	Parks and Recreation	Equipment Capital Reserve	\$3,000
#620-501	Library	Salary and Wages	\$15,371
#650-596	Misc. Promotional	Misc. Promotional	\$26,545
#660-501	Harbor	Salary and Wages	\$26,775
#660-600	Harbor	Harbor Projects	\$4,000
#670-501	Planning	Salary and Wages	\$10,121
#670-509	Planning	Computer Support and Training	\$6,500

Expense lines with more than a \$2,000 decrease in FY22-23 from FY 21-22 are:

#140-901	City Building Maintenance	Building Maintenance Capital Reserve	(\$4,360)
#180-530	Employee Benefits	Health Insurance	(\$80,400)
#210-503	Fire	Unscheduled Overtime	(\$3,000)
#220-503	Police	Unscheduled Overtime	(\$3,000)
#220-537	Police	Equipment Capital Reserve	(\$5,000)
#220-843	Police	K-9 Expenses	(\$2,225)
#230-544	Street Lighting	Street Lights	(\$15,000)
#230-545	Street Lighting	Downtown Street Lights	(\$3,700)
#240-523	Hydrants	Hydrants	(\$53,482)
#270-567	Ambulance	Gas, Oil, Grease, Diesel	(\$5,000)
#290-501	Crossing Guards	Salary and Wages	(\$4,406)
#410-535	Public Works	Purchase of Equipment	(\$78,500)

#410-902	Sidewalk Improve/Maintenance	Sidewalk Reserves	(\$19,000)
#440-520	Transfer Station	Bldg. Maintenance, Repairs and Misc.	(\$5,600)
#440-574	Transfer Station	Landfill Closing Costs	(\$5,500)
#580-501	Economic Development	Salary and Wages	(\$36,795)
#610-588	Parks and Recreation	Programming	(\$3,650)
#680-604	Planning and Zoning	Engineering/Professional	(\$10,000)
#700-608	Debt Service	Debt Service	(\$20,176)
#720-	Capital Projects	New Capital Projects	(\$10,363)

As you can see, our Department Heads and budget team have carefully combed through each budget line to identify where we can create savings and where we realistically must increase spending to meet City demands. I remain proud of our ingenuity to stretch every dollar and commitment to provide services to our community on a very lean budget.

In the weeks ahead, as the Mayor and Council work to establish a final budget, I encourage everyone, especially our Department Heads to disagree with any of my recommendations because they are simply that, recommendations. It is essential that our City of Belfast tradition that “every story has at least two sides and Council and the City deserve to hear them all” continue. These discussions are important for both the Council and the community and provide the best results.

VI. The Silver Lining

- i. Since the beginning of the pandemic, the City of Belfast has secured over \$1,349,725.76 in COVID-19 relief funding.**

This includes reimbursement from the American Rescue Plan Act [ARPA] Funding, the Health Resources and Services Administration [HRSA] Provider Relief Fund, Maine Emergency Management Agency [MEMA], the Federal Emergency Management Agency [FEMA], and the Keep Maine Healthy Grant.

ii. Status of American Rescue Plan Act Funding:

The City of Belfast is expected to receive \$686,292 in American Rescue Plan Act funding.

We have received \$352,703.97 from the federal government already. We have also received \$20,000 in ARPA funding from the County of Waldo and \$409.78 in ARPA funding from the State.

Expenses for FY21-22:

- (\$46,000) Fire and Ambulance Salaries
- (\$6,000) Police Salaries
- (\$30,000) Pump Station Improvement/Robbins Rd.
- (\$34,000) Influent Pump Rotating Assembly (1 of 3)

Proposed Expenses for FY22-23:

- (\$48,182) Fire and Ambulance Salaries
- (\$48,000) Influent Pump Rotating Assembly (2 of 3)
- (\$40,000) Little River Drive Pump Station Improvement

If the Council were to accept the proposed expenses by ARPA funding, it would leave the **City of Belfast with a remaining balance of \$434,110 in ARPA funding for future projects moving forward.**

iii. The City of Belfast was recently awarded two FY22 federal earmarks that total \$1,972,000 for infrastructure projects.

These infrastructure projects will occur on Wight Street and on Mayo Street and include installing sewer lines, installing a small pump station, installing concrete curbing, installing in-ground storm drains, installing catch basins, installing sidewalks, installing crosswalks, installing pedestrian-activated crosswalk signals, installing speed tables, painting and striping bicycle lanes, resurfacing roads, and reconstructing road base.

iv. Health of the Undesignated Fund Balance [UFB]:

At the end of FY19-20 the City of Belfast Undesignated Fund Balance was \$1,927,689.

At the end of FY20-21 the City of Belfast Undesignated Fund Balance is \$3,428,896

Spending from the UFB in FY21-22: (\$51,950) – Council Order #5 Eckrote Property

(\$9,929) – Council Order #13 P&R Pickup

(\$50,000) – Council Order #26 Eckrote Property

(\$33,000) – Council Order #27 Deputy Harbor Master

(\$1,595) – Council Order #33 Burial Services

(\$7,829) – Council Order #54 Finance Office Furnishing

(\$17,000) – Council Order #68 Brown Tail Moth

The estimated City of Belfast Undesignated Fund balance is \$3,257,591 as of April 14, 2022.

VII. Closing

This is my third budget message and I remain incredibly proud of the work we have done together to lead our community through this pandemic. I am confident the FY22-23 City of Belfast Budget that will ultimately be approved by the Council will serve our municipality well as we navigate the months and years ahead.

Belfast is not the same Belfast that it was when I was growing up here, in ways it's not the same Belfast that it was when I started out as City Manager. But that is what I have always loved our community, we relish in our ability to evolve for the betterment of our people despite all odds.

Thank you to our talented budget team; City Finance Director Theresa Butler, Assistant to the City Manager Manda Cushman, Treasurer Elizabeth Kelley, and City Assessor Justin VanDogen, for their assistance in making these recommendations. And thank you to our City of Belfast Employees who have remained nimble and kind while providing continued 24-7 services to our community through this challenging year. I know we will continue to provide that same level of service with pride.

In my role as City Manager, I am not elected and ultimately, the budget decision is that of our Council. It is our hope that this proposal will assist our Mayor and Council as they begin their discussions and deliberations. I look forward to constructive conversations with our Council and Department Heads about the needs of the City and our citizens and how we can best create a budget that align with both.

Based on my experience during budget discussions, I know our Mayor and Council are most concerned with approving a budget that places as small of a burden possible on the taxpayer and does not require any negative impact on City services. This balance is difficult to maintain but it is essential we do. I have faith in our ability to work together to ensure we accomplish this over the next two months.

After over two years of doing business through a pandemic, it's hard not to long for days past. But I truly believe there is something to be said for change and the positive impact it can have despite the challenge. The City of Belfast has never been afraid of change, facing it head on and becoming even stronger and more unified with the people that live and work here, than when we started. A large part of this is due to the work our Mayor, Council, City employees, businesses and citizens have accomplished together to adapt and respond to all the changes that have come our way over the last year, including that an ever-evolving pandemic. Together we have and will continue to find balance. Continue to evolve. Continue to become the best our community can be.

Thank you for the opportunity to serve the City of Belfast as City Manager. After two years in this chair, I know I am part of the best municipal team in the State of Maine, and I am thankful to be part of it every day.