

**AGENDA**  
**PORTLAND WATER DISTRICT**  
225 Douglass Street, Portland, Maine  
Jeff P. Nixon Training Center  
6:00 p.m. on Monday, December 16, 2024

**SPECIAL MEETING**

There will be a Special Meeting of the Board of Trustees for the purpose of meeting with a representative of Raftelis Financial Consultants, Inc. from 6 – 6:30 p.m., followed by the Business Meeting of the Board of Trustees of the Portland Water District.

**BUSINESS MEETING**

<https://us06web.zoom.us/j/81141913596?pwd=6lfxf8wkKwBFuHpu16zOeK0oTglON.1>

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|-----|--|--------------------------------------|
| 1.  | <u>Convene Meeting</u> with Pledge of Allegiance and moment of silence.  | President Lunt                       |
| 2.  | <u>Roll Call</u>   | Clerk                                |
| 3a. | <u>Acceptance of Minutes</u> of the Regular Meeting of November 25, 2024   | President Lunt                       |
| 3b. | <u>Acceptance of Minutes</u> of the Workshop Meeting of December 9, 2024   | President Lunt                       |
| 4.  | <u>Invitation for Public Comment</u>   | President Lunt                       |
| 5.  | <u>Reports:</u>  |                                      |
|     | ▪ Operations Committee Reports   | Trustee Shattuck-Heidorn             |
|     | ▪ Planning Committee Reports   | Trustee Douglas                      |
|     | ▪ Administration & Finance Committee Reports   | Trustee Levinsky                     |
|     | ▪ General Manager's Report   | Interim General Manager              |
| 6.  | <u>New Business</u>  |                                      |
|     | A. <b><u>SECOND READING</u></b> Order 24-026 amending the District's Bylaws to allow the position of Corporate Counsel to be hired by the Board of Trustees instead of the General Manager. (This item requires readings at two meetings of the Board.) First reading was on October 28, 2024. | President Lunt                       |
|     | B. <b><u>Order 24-034</u></b> authorizing changes to the Portland Water District Board of Trustees Standing Rules.   | Administration and Finance Committee |
|     | C. <b><u>Order 24-035</u></b> authorizing the adjustment of the Non-Union Salary Structure.  | Administration and Finance Committee |
|     | D. <b><u>Order 24-036</u></b> authorizing an adjustment in pension benefits for eligible retirees and annuitants.  | Administration and Finance Committee |
|     | E. <b><u>Order 24-037</u></b> authorizing actions related to the Powell Rd. Pump Station Upgrade Project.  | Operations Committee                 |
|     | F. <b><u>Order 24-038</u></b> authorizing a contribution to the to the Western Foothills Land Trust.   | Planning Committee                   |

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|-----|---|--|
| G.  | <b><u>Order 24-039</u></b> authorizing the General Manager to execute a contract with Raftelis for the purposes of conducting a search for the General Manager of the District.   | Vice-President McCann                  |
| H.  | <b><u>Resolution 24-016</u></b> awarding the Water Bottle Filling Station Grants.   | Water Bottle Filling Station Committee |
| I.  | <b><u>Resolution 24-017</u></b> appointing a representative to the Southern Maine Regional Water Council Board of Directors.  | President Lunt                         |
| J.  | <b><u>Resolution 24-018</u></b> authorizing the General Manager to take positions and testify on bills during the legislative session.  | President Lunt                         |
| 7.  | <b><u>Other Business</u></b> An item may be added to this agenda provided seven trustees vote to waive the rule regarding agendas.  | President Lunt                         |
| 8.  | <b><u>Second Invitation for Public Comment</u></b>  | President Lunt                         |
| 9.  | <b><u>Trustee Comments</u></b>  | President Lunt                         |
| 10. | <b><u>Executive Session</u></b> A motion may be made to go into Executive Session at any time during the meeting to discuss, pursuant to 1 M.R.S. §405(6)(A) personnel, 1 M.R.S. §405(6)(C) real estate, 1 M.R.S. §405 (6)(D) labor negotiations, or 1 M.R.S. §405(6)(E) legal matters. | President Lunt                         |
| 11. | <b><u>Adjournment</u></b>   | President Lunt                         |

Donna M. Katsiaficas  
Clerk

**Portland Water District**  
**Board of Trustees Regular Meeting**  
**December 16, 2024**

**New Business**

**Agenda Item 6A – 6J**



## **BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6A Order 24-026  
Date of Meeting: December 16, 2024  
Subject: Amendment to Bylaws  
Presented By: Donna Katsiaficas, Corporate Counsel

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### **RECOMMENDATION**

The following proposed language is presented for Board of Trustee approval:

**ORDERED**, that the Bylaws of the Portland Water District are hereby amended and approved in substantial form as attached hereto, effective upon this approval.

### **BACKGROUND**

Under the present District personnel staffing plan, the District's Corporate Counsel is hired by the General Manager, and the appointment is confirmed by the Board of Trustees, as are other Department Heads. Due to the nature of the Corporate Counsel's position in the organization and the professional obligations of the position, the President and Vice President of the Board have requested that the position of Corporate Counsel be hired by the Board of Trustees instead of the General Manager. This change requires an amendment to the Bylaws of the District. If this change is approved, the title of the Corporate Counsel's position would change to Corporation Counsel to reflect this change, in keeping with the change in the reporting structure.

Bylaw changes require two readings. If this proposal is favorably voted by the Committee, the bylaw change will be placed on the next two business meeting agendas.

### **FISCAL REVIEW / FUNDING**

The changes do not result in any fiscal impact to PWD.

### **LEGAL REVIEW**

Corporate Counsel reviewed the proposed motion and approved it as to form.

### **CONCLUSION(S)**

The President recommends that the Committee approve the proposed motion. The Committee unanimously recommended the motion be forwarded to the Board for its consideration. Article XII in the Bylaws states amendments must be read at two separate meetings of the Board of Trustees. The first reading was on October 28, 2024.

### **ATTACHMENT(S)**

Draft of proposed revised Bylaws

# PORTLAND WATER DISTRICT

## BYLAWS

### ARTICLE I

#### Meetings

Section 1 The annual meeting of the Board of Trustees for the election of officers of the Board and the transaction of other business shall be held during the month of March each year at the principal office of the District in Portland, Maine, or at such other place within the State of Maine and at such time as the Trustees may determine. In the event the annual meeting is not held, a special meeting in lieu of the annual meeting shall be called in the same manner as provided for special meetings of the Board of Trustees.

Section 2 Regular meetings of the Board of Trustees shall be held at the principal office of the District in Portland, Maine, or at such other place within the State of Maine as the Trustees may determine and at a date and time set by a vote of the majority of the Trustees present at the previous regular meeting of the Board.

Section 3 Special meetings of the Board of Trustees and a change in the date of a regular meeting may be called for by the President or any five Trustees, or by the Clerk upon written request of the President or any five Trustees, by giving notice of the time and place of such meeting and the object for which it is called, in the manner provided by these Bylaws for giving notice of Trustees' meetings.

Section 4 Notice of all meetings of the Board of Trustees, other than regular meetings, shall be sent by the Clerk, or other person authorized to give the same by these Bylaws, by mail or by hand to each Trustee at his registered address, at least three (3) days prior to the date of the meeting. An affidavit of such mailing or delivery made by the Clerk or other duly authorized person, with a copy of the notice attached, shall be sufficient proof of such notice.

Section 5 At any meeting of the Board of Trustees, a majority of the Trustees shall constitute a quorum for transaction the of business, but a less number may adjourn any meeting from time to time and the meeting may be held as adjourned without further notice. When a quorum is present, a majority of the Trustees present at such meeting shall decide any question brought before such meeting, unless otherwise provided by law or by these Bylaws. The Trustees may adopt reasonable rules and regulations for the conduct of their meetings at the Annual Meeting consistent with the laws of Maine.

## ARTICLE II

### Officers

Section 1 The officers of the District shall be a President, a Vice President, a General Manager, a Treasurer, a Clerk, a Corporation Counsel and such additional officers as the Trustees may deem expedient. The President, Vice President, Treasurer, and Clerk shall be elected by ballot at the annual meeting of the Board of Trustees and shall hold office for one year and until their successors are elected and qualified, except for the Treasurer and Clerk, who shall hold office at the pleasure of the General Manager, unless their term is sooner terminated as hereinafter provided. The President and Vice President must be and remain members of the Board of Trustees. The Trustees, in their discretion, may appoint additional officers of the District and prescribe their duties.

Section 2 The Board of Trustees shall appoint a General Manager and a Corporation Counsel by a majority vote of all Trustees (six). The General Manager shall be the administrative head of the District. The Corporation Counsel shall be responsible for the legal representation and legal affairs of the District. The General Manager or the Corporation Counsel shall be removable at any Annual Meeting by a majority vote of all the Trustees (six), and at any other time by a vote of not less than seven Trustees.

Section 3 All department heads of the District and the Assistant General Manager, if the position is filled, shall be appointed by the General Manager and shall be confirmed by the Board of Trustees. Other employees of the District shall be appointed by the General Manager, provided that the position shall first have been approved by the Board. All employees of the District, including department heads and the Assistant General Manager, shall hold their employment during the pleasure of the General Manager.

## ARTICLE III

### President

The President shall preside at all meetings of the Board of Trustees when present, at which meetings she or he shall have a right to vote, and shall perform all the duties commonly incident to the office, and such other duties as these Bylaws or the Trustees shall designate. In the event the President is unable to complete the term of office as President for any reason, a new President shall be elected to serve until the next Annual Meeting.

## ARTICLE IV

### Vice President

In the temporary absence or disability of the President, the Vice President shall have the powers and be subject to the duties of the President while the absence or disability of the

President continues. The Vice President shall have such other powers and duties as these Bylaws or the Trustees from time to time shall prescribe. In the event the Vice President is unable to complete the term of office as Vice President for any reason, a new Vice President shall be elected to serve until the next Annual Meeting.

## ARTICLE V

### Clerk

Section 1 The Clerk shall be present at all meetings of the Board of Trustees and shall keep an accurate record of the proceedings of such meetings in books provided for the purpose, which books shall be open at all reasonable times to the inspection of any Trustee, and shall perform such other duties and have such other powers as shall be prescribed by the Board of Trustees, by these Bylaws or by law. In the absence of the Clerk at any meeting, a Clerk pro tem may be chosen, who shall record the proceedings of such meeting in the aforesaid books.

Section 2 The Clerk shall record the names of the Trustees absent from any meeting of the Board of Trustees. The Clerk shall also, at the request of any absent member, enter upon the records of any meeting the views of such member of any action taken at such meeting.

## ARTICLE VI

### General Manager

Section 1 The General Manager shall be the administrative head of all activities of the District under the policy guidance and governance of the Board of Trustees, and shall have such other powers and duties as the Trustees from time to time shall prescribe. The General Manager shall keep the Board of Trustees fully informed at all times as to the status of District activities.

Section 2 In the absence or disability of the General Manager, the Assistant General Manager, if the position is filled, or the General Manager's designee pursuant to a Succession Policy shall have the powers, and be subject to the duties of the General Manager while the absence or disability of the General Manager continues. The person so designated shall have such other powers and duties as these Bylaws or the Trustees from time to time shall prescribe

## ARTICLE VII

### Treasurer

The Treasurer shall administer the financial affairs of the District and shall have the care and custody of the funds and securities of the District, all in accordance with prudent business practices and in accordance with generally accepted accounting principles. The Treasurer or the General Manager shall sign all contracts, deeds, bonds and obligations of the

District, as approved by the Trustees. The Treasurer shall keep or cause to be kept accurate books of account, which shall be open at all times to any Trustee. The Treasurer shall furnish such reports and shall perform all other duties commonly incident to the office and such other duties as shall be prescribed by the General Manager or the Board of Trustees. The Treasurer shall be bonded for the faithful discharge of the duties of the office in a sum, and with such sureties, as the Trustees from time to time shall require.

During the absence or disability of the Treasurer, the Assistant Treasurer shall have the powers and duties of that office.

## ARTICLE VIII

### District Staff

The organization and staffing of the District shall be as the Board of Trustees shall prescribe, and the General Manager shall assign duties and responsibilities to the various employees of the District in accordance with the approved organization and staffing plan. The General Manager may reallocate such duties and responsibilities, when, in her or his opinion, a critical need exists but, if this authority is exercised, the General Manager shall provide a full report citing the reasons and the steps taken at the next meeting of the Board of Trustees.

## ARTICLE IX

### Audit

Section 1 Prior to the filing with the municipal officers of the detailed annual report required by Section 21 of the Charter of the District, and as much oftener as the Trustees may prescribe, there shall be made a full and detailed examination of the financial affairs of the District and the methods employed in conducting its business affairs. For this purpose, the Trustees shall appoint an independent audit firm which shall conduct the audit and prepare its report in conformance with generally accepted accounting principles. The annual audit report shall be presented to the Board of Trustees for acceptance.

## ARTICLE X

### Committees

The Board of Trustees shall appoint such committees as it may deem expedient for the purposes of the District.



## ARTICLE XI

### Compensation

Section 1 Each Trustee of the District, other than the President, shall receive as compensation the sum of \$100 for each Regular Meeting, Special Meeting, or Workshop actually attended, with the total compensation not to exceed \$2,400 per year.

The President of the District shall receive as compensation the sum of \$125 for each Regular Meeting, Special Meeting, or Workshop actually attended, with the total compensation of the President not to exceed \$3,000 per year.

Section 2 The District may reimburse a Trustee for travel and expenses incurred in connection with District business, other than attendance at Trustee meetings, in accordance with District policy.

Section 3 The Board of Trustees shall adopt a system of position classification and compensation to be administered by the General Manager in determining the salaries and wages of District employees.

## ARTICLE XII

### Amendments

These Bylaws may be altered, amended or repealed at any meeting of the Board of Trustees by vote of a majority of Trustees, provided that in the notice of such meeting a notice of such intended alteration, amendment or repeal be given, and provided further that no such alteration, amendment or repeal shall be passed until it has been read at two separate meetings of the Board of Trustees.

## ARTICLE XIII

### Fiscal Year

The fiscal year of the District shall begin on the first day of January and end on the last day of December in each year.

## ARTICLE XIV

### Nomination and Election of Trustees

The nomination and election of Trustees shall be conducted in accordance with Section 18 of the Charter of the District.

## ARTICLE XV

### Indemnification

The District shall indemnify and save harmless any person who may serve or who has served at any time as a member of the Board of Trustees or as an officer or employee of the District, or which Trustee, officer or employee is or was serving at the request of the District as a director, officer, trustee, employee, partner, fiduciary or agent of another corporation, partnership, joint venture, trust, pension, employee benefit plan or other entity, and the respective heirs, executors, administrators, and assigns of said person against any and all expense (including but not limited to attorneys' fees, amounts paid upon judgments, and amount paid in settlement before or after any litigation is commenced) actually and necessarily incurred by said person in connection with the defense or settlement of any claim, action, suit or proceeding in which said person is made a part or is threatened to become a party or which may be asserted against said person, by reason of serving in such capacity, if said person acted in good faith, and in a manner reasonably believed to be in, or not opposed to, the best interests of the District, and with respect to any criminal action or proceeding, had no reasonable cause to believe such conduct to be unlawful. Said indemnification shall be in addition to any other rights to which the person indemnified may be entitled under any law, statute, agreement, vote of the Board of Trustees or otherwise.

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Revised by Board of Trustees on \_\_\_\_\_, 2024

Revised by Board of Trustees on November 27, 2000

(Previous revision, September 23, 1996)

Portland Water District



## **BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6B Order 24-034  
Date of Meeting: December 16, 2024  
Subject: Amendment to Standing Rules  
Presented By: Donna Katsiaficas, Corporate Counsel

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### **RECOMMENDATION**

The following proposed language is presented for Board of Trustee approval:

**ORDERED**, that the Standing Rules of the Portland Water District are hereby amended and approved in substantial form as attached hereto, effective upon this approval.

### **BACKGROUND**

The Standing Rules of the Board of Trustees were originally approved in 1998. Since that time, technology has changed and shifted to electronic means for purposes of communication. A change in Section 2 of the Standing Rules is proposed that would allow notice of Special Meetings of the Board called by the President to be served by email, as well as by personal notice and delivery to a personal or business address. This will make the delivery of notice more efficient and make it easier to call a special meeting of the Board should such a meeting be needed.

### **FISCAL REVIEW / FUNDING**

The changes do not result in any fiscal impact to PWD.

### **LEGAL REVIEW**

Corporate Counsel reviewed the proposed motion and approved it as to form.

### **CONCLUSION(S)**

The President recommends that the Committee approve the proposed motion. The Committee recommended the proposed special meeting notice clause be amended to note that when electronic notice is provided a confirmation of receipt should be obtained. With the requested amendment, the Committee unanimously recommended the motion be forwarded to the Board for its consideration.

### **ATTACHMENT(S)**

Draft of proposed revised Standing Rules

**PORTLAND WATER DISTRICT  
BOARD OF TRUSTEES  
STANDING RULES**

Adopted by the Board of Trustees, March 23, 1998.  
Amended by the Board of Trustees, July 27, 1998.  
Amended by the Board of Trustees, April 26, 1999.  
Amended by the Board of Trustees, January 24, 2000.  
Amended by the Board of Trustees, October 23, 2000.  
Amended by the Board of Trustees, April 23, 2001.  
Amended by the Board of Trustees, May 29, 2001.  
Amended by the Board of Trustees, February 23, 2004.  
Amended by the Board of Trustees, November 23, 2015  
Amended by the Board of Trustees, July 22, 2019  
Amended by Board of Trustees, \_\_\_\_\_, 2024

**Section 1. Regular Meetings.** The regular meetings of the Portland Water District Board of Trustees shall be held at the principal office of the District, 225 Douglass Street, Portland, Maine, or such other facilities as the Board may designate from time to time, at 6:00 p.m., on the fourth Monday of each month. When said day falls on a holiday, the regular meeting shall be held on the following Tuesday, at the same time and place. The date of any regular meeting may be changed by an order or resolve passed at the previous meeting upon the vote of seven members of the Board, provided, however, that said change in date will still provide for one regular meeting each month. When a weather or other emergency requires the cancellation of any meeting, notice of such cancellation shall be given and new notice and publication shall be given of a rescheduled meeting.

**Section 2. Special Meetings.** Special Meetings may be called by the President, and in case of the President's absence, disability or refusal, may be called by five members of the Board. Written ~~N~~notice of such meeting shall be served by any means designed to give actual notice of the meeting, including but not limited to electronic notice with read receipt requested, in person or delivered to the residence or business address of each trustee at least three days before the time for holding said special meeting.

**Section 3. Workshops: Committee Meetings.** Workshops for the Board of Trustees are regularly scheduled on the second Monday of each month, at the principal office of the District, at 6:30 p.m. When said day falls on a holiday, the Workshop is held on the following Tuesday, at the same time and place. Committee meetings are held at the principal office of the District, and are generally scheduled as follows:

1. Administration & Finance Committee: Precedes the regular monthly Workshop

at 5:30 PM.

2. Operations Committee: Precedes the regular monthly Workshop at 5:30 PM.
3. Planning Committee: Precedes the regular monthly Workshop at 5:30 PM.

Workshops are held for the Board to receive more detailed information on particular matters, and to devote more time to those matters than is generally available at a regular meeting. No votes or action are to be taken at any workshop and public comment opportunities are not assured.

Committee meetings are held to allow smaller groups of trustees to more thoroughly consider matters before the Board in order to develop recommendations for action by the full Board. Recommendations reflect the majority view of the committee.

All meetings of the Board of Trustees shall be open to the public and public comments will be allowed as provided for in Section 23.

**Section 3-A.** Regular Meetings and Special Meetings of the Board of Trustees shall convene with a pledge of allegiance to the flag of the United States, and a moment of silence.

**Section 4.** Enactment Form. The Board of Trustees shall act only by ordinance, order or resolve. All ordinances, orders, and resolves shall be confined to one subject, which shall be clearly expressed in the title.

**Section 5.** Ordinances. All By-Laws passed by the Board of Trustees shall be termed "ordinances" and the enacting style shall be: "Be it ordained by the Board of Trustees of the Portland Water District, assembled".

**Section 6.** Orders and Resolves. In all votes of command, the form of expression shall be "Ordered"; and of opinions, principles, facts, or purposes, the form shall be "Resolved".

**Section 7.** Waiver of Full Reading. The President, with consent of the Board, may waive the full reading of an ordinance, order or resolve, in which case reading shall be by title only.

**Section 8.** Record of Votes. The yeas and nays shall be taken upon the passage of all ordinances and entered upon the record of the proceedings of the Board of Trustees by the Clerk. The yeas and nays shall be taken on the passage of any order or resolve when called for by any member of the Board. Every ordinance, order and resolve shall

require, on passage, the affirmative vote of the majority of the trustees present unless a higher standard is otherwise required.

**Section 9. Filing of Agenda Items.** No ordinance, order, or resolve shall be in order for action at any meeting of the Board of Trustees unless it is filed in the office of the Clerk on or before noon seven days prior to the regular meeting, and three days prior to a special meeting. Any item added to the agenda for a Regular Meeting or Workshop after the deadline shall not be in order for Board consideration unless seven trustees vote to waive this rule.

Any item to be placed on the agenda of the Board or recommended for consideration by the Board must be sponsored by a trustee or by the General Manager. Those items sponsored by the Manager shall normally be restricted to routine District administration.

**Section 10. Presiding Officer.** The President shall take the chair at the time appointed for the meeting, call the members to order, cause the roll to be taken, and, a quorum being present, shall proceed with the order of business. The Vice President shall exercise all the powers of the President during the temporary absence or disability of the President.

**Section 11. Questions of Order.** The President shall preserve decorum and order, may speak to points of order in preference to other members, and shall decide all questions of order subject to an appeal to the Board by motion regularly seconded, and no other business shall be in order until the question on appeal is decided. ~~The Vice President shall exercise all the powers of the President during the temporary absence or disability of the President.~~

**Section 12. Declaration of Votes.** The President shall declare all votes, but if any member doubts a vote, the President shall cause a return of the members voting in the affirmative and in the negative without debate.

**Section 13. Rules of Debate.** When a question is under debate, the President shall receive no motion but to:

- (1) adjourn
- (2) table
- (3) for the previous question
- (4) postpone to a day certain
- (5) refer to a committee or some administrative official
- (6) amend
- (7) postpone indefinitely

which several motions shall be precedence in the order in which they stand arranged.

**Section 14. Motions to Adjourn or Table.** The President shall consider a motion to adjourn as always in order except on immediate repetition; and that motion, and the motion to lay on the table, or to take from the table, and the motion for the previous question, shall be decided without debate.

**Section 15. Reconsideration.** When a vote is passed, it shall be in order for any member who voted in the majority, or in the negative on a tie vote, to move a reconsideration thereof at the same, or the next regular meeting, but not afterwards; and when a motion of reconsideration is decided, that vote shall not be reconsidered. No motion to reconsider a vote passed at a previous meeting shall be in order for consideration at the next regular meeting unless an item to that effect is contained on the agenda for such next regular meeting or unless a majority of the members present consent to such reconsideration. An agenda item once presented to and acted upon by the Board shall not again be received by the Clerk for presentation to the Board in the same or substantially the same form for a period of one year next succeeding the Board's action on the original item.

**Section 16. Motion for Previous Question.** Upon the motion for the previous question being made and seconded, the President shall put the question in the following form: "Voting is now on whether there shall be further debate on (state the motion)." All debate shall then be suspended. If the motion for the previous question is adopted by a majority of the Board present, the motion to which it applied shall be voted at once. No debate shall be allowed on a motion for the previous question. Neither is it susceptible of amendment. All questions of order arising incidentally thereon must be decided without discussion.

**Section 17. Trustee Excused from Voting.** Every trustee present when a question is put shall give their vote, unless the Board, for special reasons, shall excuse that trustee. Application to be so excused with reasons therefor must be made before the Board is divided, or before the calling of the yeas and nays, and decided without debate.

**Section 18. Motion in Writing.** A motion shall be reduced to writing, if the President shall so direct.

**Section 19. Division of Question.** Any trustee may require the division of a question when the sense will admit it.

**Section 20. Motion for Referral.** A motion for referral to a committee or administrative official, until it is decided, shall preclude all amendments of the main question.

**Section 21. Priority of Business.** All questions relating to priority of business to be acted upon shall be decided with discussion limited to Board members, but any trustee may solicit information from any other person.

**Section 22. Suspension of Rules and Amendment.** The rules shall not be dispensed with or suspended unless seven of the members of the Board consent thereto. No rule or order shall be amended or repealed without notice, in writing, being given at the preceding meeting.

**Section 23. Procedure for Addressing the Board.** Any person wishing to address the Board of Trustees at a Regular or Special Meeting will be given the opportunity to do so in accordance with the following procedures:

1. Persons wishing to address the Board on an item not appearing on the agenda shall do so at the times allotted for general Public Comment.
2. Persons wishing to address the Board on an item which appears on the agenda shall wait until the consideration of such item is announced, or until the public hearing is opened on the particular item, if there is a public hearing, at which time they may address the Board on that particular item. Public comment on an agenda item or during a public hearing is encouraged to be limited to no more than five minutes by any one speaker. The President is granted the discretion to allow an extension of time if deemed necessary.

The public shall be encouraged to limit their comments to items directly relating to the actual agenda item, and not to repeat statements made by prior speakers. The President may decide questions of relevance. The President shall not allow comments of a personal or derogatory nature, as they relate to the sponsor of the agenda item, a trustee, or other speakers.

Once the public comment period, or public hearing, has been closed, the Board shall begin its deliberation and no further public comment will be taken. The President may, at his or her discretion, allow additional clarification of the facts adduced at the public hearing and individual trustees may ask specific questions through the President of either the public or staff to further inform themselves prior to completing their deliberations.

3. Any person wishing to address the Board shall so signify by raising a hand and/or standing. After being recognized by the President and giving adequate identification he or she may address the Board. When, in the opinion of the President, their identity has not been adequate for those assembled, the President shall request further information before permitting the person to speak.



4. Persons present at Board of Trustees meetings are requested not to applaud or otherwise express approval or disapproval of any statements made or actions taken at such meeting.
5. Public Comment is not taken at workshop sessions of the Board unless permission is specifically granted by the President or by majority vote of the Trustees present.
6. Public Comment at Committee meetings shall be at the discretion of the Committee Chair.

**Section 24. Parliamentary Proceedings.** In all cases where the parliamentary proceedings are not determined by the foregoing rules and orders, "Robert's Rules of Order" shall be taken as authority to decide the course of proceedings.

**Section 25. Committees.** The President shall appoint at least three trustees, who shall elect from among themselves a Chair, to each of the following standing committees of the Board:

1. Administration & Finance Committee
2. Operations Committee
3. Planning Committee

The President may assign items to any committee, and is the arbiter on issues of proper jurisdiction. Each Committee shall review and make recommendation, by majority vote, to the Board on the matters referred to it. The President and Vice President shall be ex-officio members of each committee. The President and Vice President shall have no vote at any Committee unless there are insufficient voting members of the Committee present to act on any item before the Committee. In the event that insufficient voting members are present at any Committee to act on an item, the President and the Vice President shall each have one vote.

**Section 26. Record of Meetings.** A summary copy of the record of Board decisions taken at a formal meeting shall be attested and posted by the Clerk at the principal office of the District. Minutes shall constitute the official record of the actions on all Ordinances, Resolutions, Orders and Votes taken by the Board. The Clerk shall prepare minutes for acceptance by the Board of Trustees at the next regular meeting. Posting of the minutes on the agenda shall constitute publication.

**Section 27. Appeals to the Board of Trustees** regarding service standards and water main extension service line rules. An appeal to the Board of Trustees shall be appellate in nature. The Board shall conduct the appeal by reviewing the record of proceedings which occurred before the review panel. In addition, the appellant may provide an additional written statement to the Board explaining the appellant's position on the

appeal. New testimony will not be taken by the Board. The Board of Trustees shall hear the appeal at a special meeting to be scheduled as approved by the President of the Board. The appeal proceeding will be open to the public and recorded. The Board may either grant or deny the appeal. The written decision of the Board shall be issued within five (5) business days of the decision of the Board.



## **BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6C Order 24-035  
Date of Meeting: December 16, 2024  
Subject: Non-Union Salary Structure  
Presented By: Manny Archibald, Director of Human Resources

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### **RECOMMENDATION**

The following proposed language is presented for Board of Trustee approval:

ORDERED, the Non-Union Salary Structure, in substantial form as attached hereto, is hereby adopted to become effective January 1, 2025.

### **BACKGROUND**

The Board adopted Non-Union Compensation Policy states the minimum and maximum pay levels established for each pay band will remain in effect until the next salary structure review. The current structure was approved on December 18, 2023, with an effective date of January 1, 2024. Per the recommendation of PWD's compensation consultant, KMA, the minimum and maximum of each non-union broadband should be increased by 4% effective January 1, 2025, as shown in Attachment A-1.

### **FISCAL REVIEW / FUNDING**

Adoption of the revised salary structure will not have the effect of increasing employee compensation at this time; it will simply change the pay range allowable for each position.

### **LEGAL REVIEW**

Corporate Counsel reviewed the proposed motion and approved it as to form.

### **CONCLUSION(S)**

Staff recommends that the Board approve the proposed motion. After responding to several questions, the Committee recommended the motion be forwarded to the full Board for its consideration.

### **ATTACHMENT(S)**

A. Recommended broadband salary structure effective January 1, 2025 (A-1); and salary structure currently in place (A-2).

**Portland Water District  
Recommended Salary Structure  
1-Jan-25**

|                   |                      | MINIMUM  | MAXIMUM          |
|-------------------|----------------------|--|------------------|
| <b>Grade 8</b>    |                      | <b>\$173,300</b>                                       | <b>\$236,200</b> |
|                   | Grade 8              | General Manager 9018                                   |                  |
| <b>Grade 7</b>    |                      | <b>\$137,300</b>                                       | <b>\$185,600</b> |
|                   | Grade 7              | Corporate Counsel 9035                                 |                  |
|                   | Grade 7              | Executive Director of Administration 9004              |                  |
| <b>Grade 6</b>    | Grade 7              | Executive Director of Asset Management/Planning 9005   |                  |
|                   |                      | <b>\$114,700</b>                                       | <b>\$157,500</b> |
|                   | Grade 6              | Director of Human Resources 9007                       |                  |
|                   | Grade 6              | Director of Operation Services, Water 9011             |                  |
| <b>Grade 5</b>    | Grade 6              | Director of Operation Services, Wastewater 9011        |                  |
|                   | Grade 6              | Engineering/Asset Mgmt Services Manager 9031           |                  |
|                   |                      | <b>\$90,000</b>  | <b>\$135,000</b> |
|                   | Grade 5              | Customer Services Manager 9006                         |                  |
|                   | Grade 5              | Director of Financial Services 9008                    |                  |
|                   | Grade 5              | Water Systems Manager 9014                             |                  |
|                   | Grade 5              | SCADA Manager, 9507                                    |                  |
|                   | Grade 5              | Environmental Services Manager 9020                    |                  |
|                   | Grade 5              | Information Services Manager 9010                      |                  |
|                   | Grade 5              | Project Manager Administration 9047                    |                  |
|                   | Grade 5              | Communications & Public Relations Director 9025        |                  |
|                   | Grade 5              | Senior Project Engineer 9045                           |                  |
| <b>Grade 4</b>    |                      | <b>\$83,300</b>  | <b>\$124,800</b> |
|                   | Grade 4              | Network Administrator III 9026                         |                  |
|                   | Grade 4              | Project Engineers 9030                                 |                  |
|                   | Grade 4              | Regulatory & Security Advisor 9028                     |                  |
|                   | Grade 4              | Right of Way Agent 5014                                |                  |
|                   | Grade 4              | Utility Asset Coordinator 9038                         |                  |
|                   | Grade 4              | Asset Manager Program Manager 9049                     |                  |
|                   | Grade 4              | Transmission/Distribution Supervisor 5011              |                  |
|                   | Grade 4              | Utility Asset Coordinator Water 9039                   |                  |
|                   | Grade 4              | Programmer Business Analyst 9509                       |                  |
|                   | Grade 4              | Wastewater Chief Operator - Plant 9042                 |                  |
|                   | Grade 4              | Wastewater Chief Operator - Systems 9050               |                  |
|                   | Grade 4              | Wastewater Maintenance Manager Planner Scheduler 9048  |                  |
|                   | Grade 4              | Water Services Plant/System Chief Operator 9002        |                  |
| <b>Grade 3</b>    |                      | <b>\$76,400</b>  | <b>\$111,400</b> |
|                   | Grade 3              | Business System Analyst GIS, Senior 9505               |                  |
|                   | Grade 3              | Chief of Security Operations 1069                      |                  |
|                   | Grade 3              | Facilities Manager 5019                                |                  |
|                   | Grade 3              | Environmental Compliance Coordinator 5038              |                  |
|                   | Grade 3              | Network Administrator II-9044                          |                  |
|                   | Grade 3              | Source Protection Coordinator 5018                     |                  |
|                   | Grade 3              | Utility Specialist Supervisor 9023                     |                  |
|                   | Grade 3              | Water Quality Program Manager 9506                     |                  |
| <b>Grade 2</b>    |                      | <b>\$65,200</b>  | <b>\$95,600</b>  |
|                   | Grade 2              | Associate Engineer 5023                                |                  |
|                   | Grade 2              | Asset Management Analyst 9043                          |                  |
|                   | Grade 2              | Human Resources Generalist 5036                        |                  |
|                   | Grade 2              | Safety Specialist 5004                                 |                  |
|                   | Grade 2              | Associate Engineer SCADA Services, 5037                |                  |
|                   | Grade 2              | Senior HR Specialist 5003                              |                  |
|                   | Grade 2              | Financial Analyst 5020                                 |                  |
|                   | Grade 2              | Purchasing Agent/Buyer 5005                            |                  |
|                   | Grade 2              | Scheduler/Coordinator-AMaP 5032                        |                  |
|                   | Grade 2              | Scheduler/Coordinator-Operations 5033                  |                  |
| Grade 2           | Network Admin I 9503 |  |                  |
| <b>Non-Exempt</b> |                      | <b>\$55,100</b>  | <b>\$77,700</b>  |
|                   | Non-Exempt           | General Accounting Assistant 5028                      |                  |
|                   | Non-Exempt           | AutoCAD Specialist -Part Time 9508                     |                  |
|                   | Non-Exempt           | Executive Administrative Communication Specialist 5010 |                  |

**Portland Water District  
Recommended Salary Structure  
1-Jan-24**

**Attachment A-2**

|                   |                | <b>MINIMUM</b>  | <b>MAXIMUM</b>          |                  |
|-------------------|----------------|---|-------------------------|------------------|
| <b>Grade 8</b>    |                | <b>\$166,600</b>                                      | <b>\$227,100</b>        |                  |
|                   | Grade 8        | General Manager 9018                                  |                         |                  |
| <b>Grade 7</b>    |                | <b>\$132,000</b>                                      | <b>\$178,500</b>        |                  |
|                   | Grade 7        | Corporate Counsel 9035                                |                         |                  |
|                   | Grade 7        | Executive Director of Administration 9004             |                         |                  |
|                   | Grade 7        | Executive Director of Asset Management/Planning 9005  |                         |                  |
| <b>Grade 6</b>    |                | <b>\$110,300</b>                                      | <b>\$151,400</b>        |                  |
|                   | Grade 6        | Director of Employee Services 9007                    |                         |                  |
|                   | Grade 6        | Director of Operation Services, Water 9011            |                         |                  |
|                   | Grade 6        | Director of Operation Services, Wastewater 9011       |                         |                  |
|                   | Grade 6        | Engineering/Asset Mgmt Services Manager 9031          |                         |                  |
| <b>Grade 5</b>    |                | <b>\$86,500</b>                                       | <b>\$129,800</b>        |                  |
|                   | Grade 5        | Customer Services Manager 9006                        |                         |                  |
|                   | Grade 5        | Director of Financial Services 9008                   |                         |                  |
|                   | Grade 5        | Distribution System Manager, Water 9014               |                         |                  |
|                   | Grade 5        | SCADA Manager, 9507                                   |                         |                  |
|                   | Grade 5        | Environmental Services Manager 9020                   |                         |                  |
|                   | Grade 5        | Information Services Manager 9010                     |                         |                  |
|                   | Grade 5        | Strategic Project Manager 9047                        |                         |                  |
|                   | Grade 5        | Senior Project Engineer 9045                          |                         |                  |
|                   | <b>Grade 4</b> |   | <b>\$80,100</b>         | <b>\$120,000</b> |
| Grade 4           |                | Database Administrator 9027                           |                         |                  |
| Grade 4           |                | Network Administrator III 9026                        |                         |                  |
| Grade 4           |                | Project Engineers 9030                                |                         |                  |
| Grade 4           |                | Public Relations Manager 9025                         |                         |                  |
| Grade 4           |                | Regulatory & Security Advisor 9028                    |                         |                  |
| Grade 4           |                | Right of Way Agent 5014                               |                         |                  |
| Grade 4           |                | Utility Asset Coordinator 9038                        |                         |                  |
| Grade 4           |                | Asset Manager Program Manager 9049                    |                         |                  |
| Grade 4           |                | Transmission/Distribution Supervisor 5011             |                         |                  |
| Grade 4           |                | Utility Asset Coordinator Water 9039                  |                         |                  |
| Grade 4           |                | Wastewater Chief Operator - Plant 9042                |                         |                  |
| Grade 4           |                | Wastewater Chief Operator - Systems 9050              |                         |                  |
| Grade 4           |                | Wastewater Maintenance Manager Planner Scheduler 9048 |                         |                  |
| Grade 4           |                | Water Services Plant/System Chief Operator 9002       |                         |                  |
| <b>Grade 3</b>    |                |   | <b>\$73,500</b>         | <b>\$107,100</b> |
|                   | Grade 3        | Business System Analyst GIS, Senior 9505              |                         |                  |
|                   | Grade 3        | Business System Analyst, Senior 9504                  |                         |                  |
|                   | Grade 3        | Chief of Security Operations 1069                     |                         |                  |
|                   | Grade 3        | Facilities Manager 5019                               |                         |                  |
|                   | Grade 3        | Industrial Pretreatment Program Supervisor 5035       |                         |                  |
|                   | Grade 3        | Environmental Compliance Coordinator 5038             |                         |                  |
|                   | Grade 3        | Network Administrator II-9044                         |                         |                  |
|                   | Grade 3        | Source Protection Coordinator 5018                    |                         |                  |
|                   | Grade 3        | Utility Specialist Supervisor 9023                    |                         |                  |
|                   | Grade 3        | Water Quality Program Manager 9506                    |                         |                  |
|                   | <b>Grade 2</b> |   | <b>\$62,700</b>         | <b>\$91,900</b>  |
|                   |                | Grade 2   | Associate Engineer 5023 |                  |
| Grade 2           |                | Employee Services Consultant 5036                     |                         |                  |
| Grade 2           |                | Employee Services Consultant Safety/Training 5004     |                         |                  |
| Grade 2           |                | Associate Engineer SCADA Services, 5037               |                         |                  |
| Grade 2           |                | Employee Services Consultant-Benefits 5003            |                         |                  |
| Grade 2           |                | Financial Analyst 5020                                |                         |                  |
| Grade 2           |                | Purchasing Agent/Buyer 5005                           |                         |                  |
| Grade 2           |                | Scheduler/Coordinator-AMaP 5032                       |                         |                  |
| Grade 2           |                | Scheduler/Coordinator-Operations 5033                 |                         |                  |
| Grade 2           |                | Network Admin I 9503                                  |                         |                  |
| <b>Non-Exempt</b> |                | <b>\$53,000</b>                                       | <b>\$74,700</b>         |                  |
|                   | Non-Exempt     | General Accounting Assistant 5028                     |                         |                  |
|                   | Non-Exempt     | AutoCAD Specialist -Part Time                         |                         |                  |
|                   | Non-Exempt     | Executive Administrative Assistant 5010               |                         |                  |



## **BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6D Order 24-036  
Date of Meeting: December 16, 2024  
Subject: 2025 Pension Adjustment  
Presented By: David Kane, Executive Director of Administration

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### **RECOMMENDATION**

The following proposed language is presented for Board of Trustee approval:

ORDERED, an adjustment of 1.47% in pension benefits is authorized for eligible retirees and annuitants, effective January 1, 2025, in accordance with Article X of PWD's pension plans.

### **BACKGROUND ANALYSIS**

Since 1989, the Board of Trustees has the authority to grant an annual adjustment in pension benefits equal to one-half of the previous year's consumer price index (CPI) increase up to a maximum of 5%. The adjustment is not automatic; it is subject to the Board's approval each year. The table below indicates increases given since 2009:

|              |   |
|--------------|---|
| 1989 - 2008: | 50% of CPI                              |
| 2009:        | Eligible for 2.41%, no increase granted |
| 2010:        | CPI negative, no increase granted       |
| 2011:        | Eligible for 1.14%, no increase granted |
| 2012:        | 50% of CPI, 1.61%                       |
| 2013:        | 50% of CPI, 1.20%                       |
| 2014:        | 50% of CPI, 0.72%                       |
| 2015:        | 50% of CPI, 0.82%                       |
| 2016:        | CPI negative, no increase granted       |
| 2017         | 50% of CPI, 0.36%                       |
| 2018         | 50% of CPI, 1.03%                       |
| 2019         | 50% of CPI, 1.29%                       |
| 2020         | 50% of CPI, 0.82%                       |
| 2021         | 50% of CPI, 0.67%                       |
| 2022         | 50% of CPI, 2.10%                       |
| 2023         | 50% of CPI 4.32%                        |
| 2024         | 50% of CPI 2.20%                        |
| 2025         | 50% of CPI 2.94                         |

The CPI average for 2024 (November 2023 to October 2024) increased 2.94% over the 2023 average. Therefore, pension benefits for eligible retirees and beneficiaries could increase by 1.47%. The impact of providing the adjustment would be approximately \$2687 per month and would bring the pension payments total to approximately \$185,512, per month for 149 pensioners and beneficiaries. Retirees eligible for an increase are pensioners receiving a pension as of January 1, 2025.

**ALTERNATIVES CONSIDERED**

The increase is discretionary and no increase is necessary. The Board could grant any increase up to 1.47%, which is 50% of the consumer price index.

**FISCAL REVIEW / FUNDING**

The last actuary study was done as of May 1, 2024. A summary of the study results is below:

|                 | <b>Non-Bargaining</b> | <b>Bargaining</b>   | <b>Total</b>          |
|-----------------|-----------------------|---------------------|-----------------------|
| Assets          | \$ 14,123,163         | \$ 16,390,180       | \$ 30,513,343         |
| Liability       | \$ 15,662,895         | \$ 17,125,115       | \$ 32,788,010         |
| Unfunded        | <u>\$ (1,539,732)</u> | <u>\$ (734,935)</u> | <u>\$ (2,274,667)</u> |
| <br>            |                       |                     |                       |
| Funding Percent | <b>90%</b>            | <b>96%</b>          | <b>93%</b>            |

The proposed COLA adjustment would require an additional cash payment of \$32,250 (\$2,687\*12 months) a year. The proposed change increases the pension liability by an estimated \$180,000.

**LEGAL REVIEW**

Corporate Counsel reviewed the proposed motion and approved it as to form.

**CONCLUSION(S)**

Staff recommends that the Committee approve forwarding this order to the Board for consideration. The Committee unanimously recommended the motion be forwarded to the Board for its consideration.

**ATTACHMENT(S)**

None



## **BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6E Order 24-037  
Date of Meeting: December 16, 2024  
Subject: Powell Rd. Pump Station Upgrade – Construction  
Presented By: Greg Pellerin, Engineering Service Manager

---

### **RECOMMENDATION**

The following proposed language is presented for Board of Trustee approval:

ORDERED a construction contract with Northeast Earth Mechanics, LLC is hereby authorized, in the amount of \$810,310.00 for the Powell Rd. Pump Station Upgrade Project (CIP 2024 – 41/3244, the “Project”); and

BE IT FURTHER ORDERED, the Phase 1 Tuttle Road Force Main Replacement Project (CIP 2024 – 41/3290) budget is decreased \$250,000 and said amount transferred to the Project budget, increasing the total budget for the Project by that amount, for a total Project budget of a sum not to exceed \$1,050,000; and that the General Manager, and the Treasurer, each acting singly, are authorized to take such steps as may be necessary to accomplish the intent of the vote.

### **BACKGROUND ANALYSIS**

The Powell Road Pump Station collects wastewater that has been pumped along Tuttle Road from Cumberland Center in addition to wastewater from several neighborhoods along Route 88 in Cumberland. The pump station is a ‘canned’ style station, with a wet well, a ‘can’ dry-side pump well, and a generator and controls building. The ‘can’ dry-side pump well is experiencing severe corrosion, allowing groundwater to infiltrate the dry-side pump well and requiring crack injections to seal up the well. The corrosion presents major reliability and safety concerns, hence the need for the station upgrade.

The design was completed primarily by PWD staff, with assistance from various consultants for certain specialties, and was issued for bid in October 2024, with bids due in late-November. Bids were submitted by four different contractors, and the lowest bid came from Northeast Earth Mechanics, with a bid price of \$810,310. Value Engineering was completed throughout the project; however, the sum of the bid response, the generator replacement project which is being performed under a separate contract, and the costs from various consultants throughout the design exceeds the available budget for construction. While the total cost of this pump station upgrade project is higher than originally anticipated and higher than what was included in the CIP, based on recent pricing of other projects, the rising cost of commodities, and the other competitive bids that were received, the proposed cost is a good value.

PWD does not yet have experience with Northeast Earth Mechanics, but after reviewing their bid response and discussing with engineering consultants that they have worked with recently, PWD has determined they have the contracting capacity, relevant project experience, qualifications, and resources to complete the Project. PWD staff therefore recommend that Northeast Earth Mechanics be considered the low responsive and responsible bidder.



**Project #:** 2024-Subprogram 41/ Project 3244

**FISCAL REVIEW/FUNDING**

The project is planned to be financed through the Maine Municipal Bond Bank's General Resolution program. The 2025 Budget assumed Cumberland bonds of \$1,100,000 would be issued.

**LEGAL REVIEW**

Corporation Counsel has reviewed the proposed order as to form.

**CONCLUSION(S)**

Staff recommends awarding the contract to the lowest responsive and responsible bidder for the project, Northeast Earth Mechanics. The Committee unanimously voted (2-0) to forward the item to the full Board for their consideration.

**ATTACHMENT(S)**

Supporting Information

## SUPPORTING INFORMATION

The Powell Rd. pump station was constructed and started up in 1984. Since that time there have only been minor updates completed, and much of the station's equipment is beyond its expected useful life. The station is in need of an upgrade to ensure safe and reliable operation into the future.

The pump station is a 'canned' style station, with a wet well, a 'can' dry-side pump well, and a generator and controls building. The existing 50HP pumps are capable of pumping 700 gpm against 125-ft TDH in a duplex configuration. The station has a building which houses electrical gear, controls equipment, and the original generator. It also has a precast wet well, as well as the steel can containing the pumps and process valves and fittings. A street view of the station is shown in **Figure 1** below.



**Figure 1:** Powell Rd. Pump Station, Street View

A project to upgrade the station was included in the 2024 CIP budget to address the aging generator, pumps, electrical gear, and dry well can which are beyond their useful expected lifespan. During preliminary design and after conversations with the Maine Emergency Management Agency (MEMA) it was determined that separating the generator replacement task from the main construction project would increase the chances for obtaining grant money from MEMA for the replacement generator. The generator replacement project was awarded to the lowest bid out of four bidders in September 2024, AAA Energy, at a bid price of \$95,622, although the grant application eventually had to be withdrawn due to timing issues as the generator replacement project was being awarded. The diesel fuel generator, installed in 1984, is being replaced with a natural gas-powered generator, which will alleviate the burden of tracking and maintaining fuel levels in the diesel tank during power outages.

PWD engineering staff developed the project design including plans and specifications for the project. Additionally, a geotechnical firm was hired to help with the design, and an electrical engineering firm was hired to design the electrical distribution system. These firms will be retained in some capacity for assistance throughout the submittal review and the construction.

The project will reconfigure the station by abandoning the dry well can in place, placing the pumps inside of the wet well, and installing a below grade precast concrete valve vault. Additionally, the project

will update the electrical distribution equipment including the service meter, wire and conduit, pump control, distribution and breaker panels. Controls equipment, including the SCADA panel and the pump VFD panel, will be also be updated. A flow meter will also be added at this station which will be especially helpful for operations staff.

The design of the main project was completed and issued for bid in October 2024, with bids due in late-November. The project was advertised and solicited to PWDs current list of regional contractors and suppliers in addition to several plan houses and bid networks. A pre-bid meeting, and a site walk were held with a total of six contractors and subcontractors showing up to these meetings. PWD received four bids from General Contractors on the project, as shown in **Table 1** below.

| Bidder                           | Bid            |
|----------------------------------|----------------|
| <i>Northeast Earth Mechanics</i> | \$810,310.00   |
| <i>Gordon Contracting</i>        | \$1,290,000.00 |
| <i>Apex Construction</i>         | \$898,800.00   |
| <i>T-Buck Construction</i>       | \$942,411.00   |

**Table 1:** Bid Tab

While the total cost of this pump station upgrade project is higher than originally anticipated and higher than what was included in the CIP, based on recent pricing of other projects, the rising cost of commodities, and the other competitive bids that were received, the proposed cost is a good value.

The following project budget is proposed in **Table 2** below.

| Item                                      | Amount         |
|---|----------------|
| Previous Expenses (Design)                | \$43,450.00    |
| Previous Expenses (Generator Replacement) | \$95,622.00    |
| Base Project Bid                          | \$810,310.00   |
| Project Contingency (10.6%)               | \$100,618.00   |
| Total Proposed Project Budget             | \$1,050,000.00 |
| Original CIP Budget                       | \$800,000.00   |
| Proposed Budget Increase                  | \$250,000.00   |

**Table 2:** Proposed Project Budget



## **BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6F Order 24-038  
Date of Meeting: December 16, 2024  
Subject: Request for Contribution of up to \$471,200 to Western Foothills Land Trust to Support the Mill Hill Forest Conservation Project  
Presented By: Carina Brown, Water Resources Specialist

---

### **RECOMMENDATION**

The following proposed language is presented for Board of Trustee approval:

ORDERED, the General Manager is authorized to contribute up to \$471,200 to the Western Foothills Land Trust to support the conservation of land known as Mill Hill Forest located in Waterford and Harrison.

### **BACKGROUND ANALYSIS**

The Sebago Lake watershed encompasses 235,000 acres of land which is primarily forested. The long-term water quality of the lake will be determined, in large part, by the conservation of those forests. Our Watershed Land Conservation Policy states our commitment to, and support for, locally-initiated land conservation efforts, since conserved forests naturally filter our customers' drinking water. At present, nearly 16% of the watershed is comprised of conserved land. Working with Sebago Clean Waters partners, we are working to bring that total to 25% by 2032.

The Mill Hill Forest property is 1,305 acres located in Harrison and Waterford. Western Foothills Land Trust (WFLT) is purchasing the fee simple and will convey a Conservation Easement to Portland Water District. The property is entirely forested and includes 167 acres of wetlands and two miles of streams that flow to the Crooked River. The property is adjacent to WFLT's Twin Bridges Preserve and will create a 2,380-acre block of connected, conserved land along the Crooked River.

The recommended contribution of \$471,200 is the amount requested by Western Foothills Land Trust and is approximately 19% of the appraised value of the property. The appraised value of the property is \$2,480,000. The recommended contribution represents about \$361 per acre of protected land within the watershed. PWD's contribution is to be used to acquire the Mill Hill Forest land in fee for conservation purposes.

### **FISCAL REVIEW / FUNDING**

The recommended contribution of \$471,200 is the amount requested by the applicant and is the amount calculated by PWD's site-specific assessment. The contribution will be drawn from the PUC Watershed Protection Fund, which has an available balance of \$1.2M.

### **LEGAL REVIEW**

Corporate Counsel has reviewed the proposed Motion and has approved as to form.

**CONCLUSION(S)**

This project will contribute to the long-term protection of Sebago Lake and the recommended contribution meets the guidelines of PWD's Watershed Land Conservation Policy. The Committee supported the request and voted to send it to the full Board for consideration and approval.

**ATTACHMENT(S)**

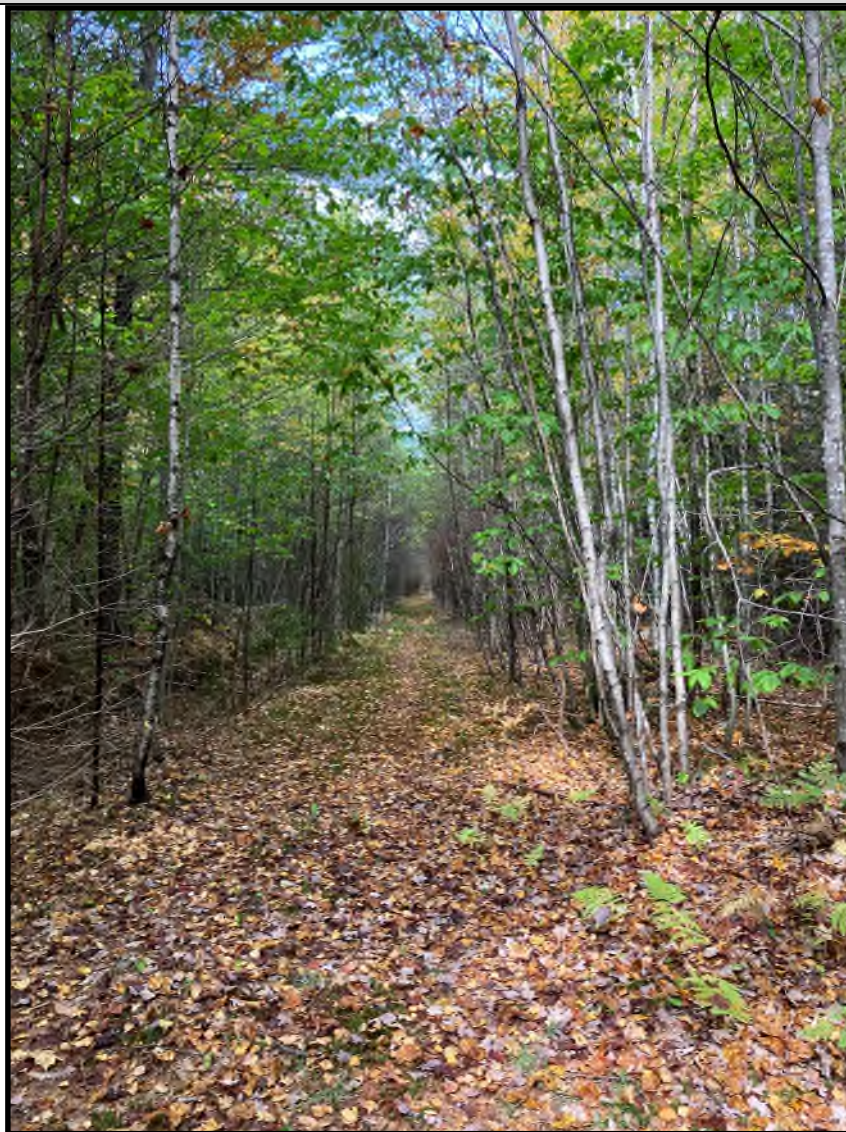
Mill Hill Forest Report



# PORTLAND WATER DISTRICT

## *Land Conservation Program*

### *Site-Specific Assessment*



## **Mill Hill Forest**

### **Waterford & Harrison, Maine**

*Report prepared by PWD's Environmental Services Department  
October 15, 2024*

# Mill Hill Forest Site Walk

## Site Visit

Brie Holme and Carina Brown, 10/4/2024

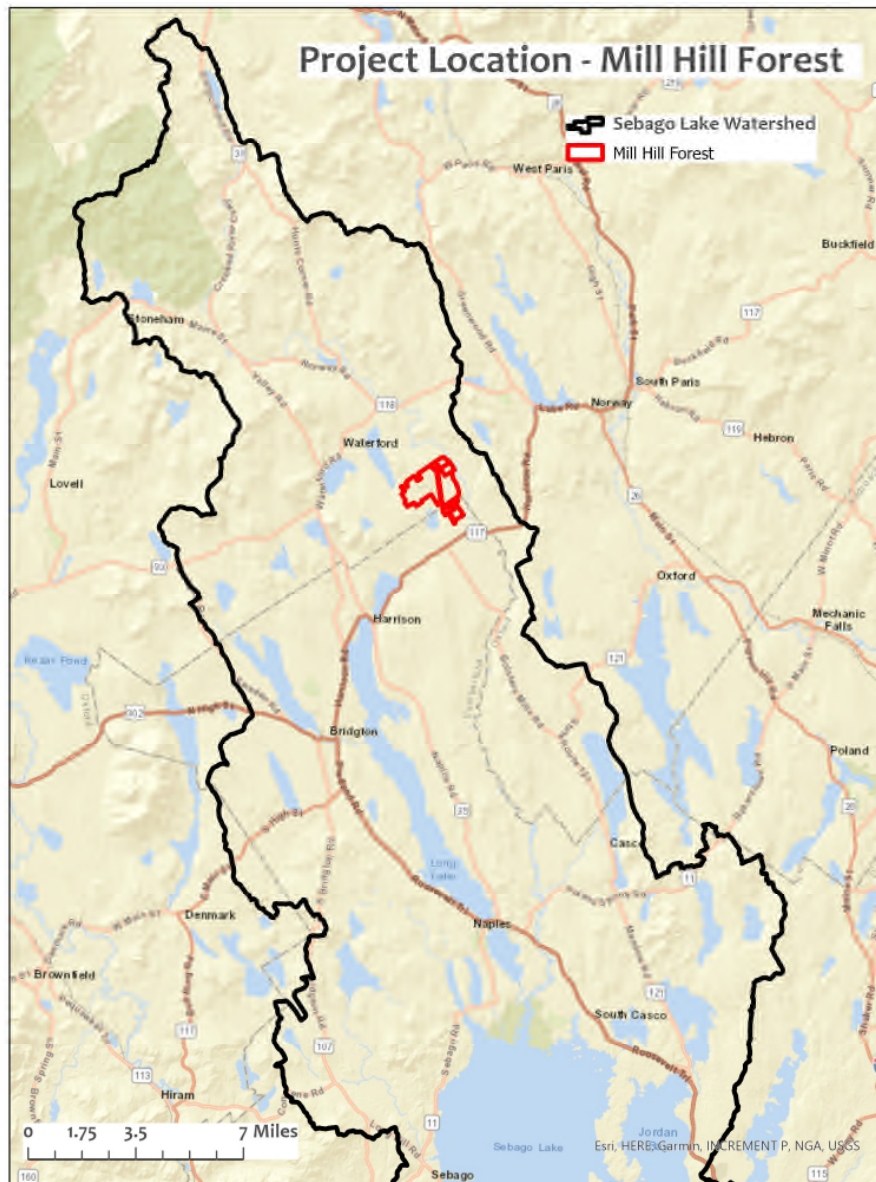
## Description

The Mill Hill Forest project is 1,305 acres of forest and forested wetlands in Waterford in Harrison. The land is located entirely in the Sebago Lake watershed with 75% within in the Crooked River watershed. The property will be held in fee by Western Foothills Land Trust (WFLT) with a conservation easement granted to Portland Water District. Located within the land trust's area of focus along the Crooked River, the parcels abut WFLT's 1,000 acre Twin Bridges Preserve. The conservation of the Mill Hill Forest, together with the adjacent Twin Bridges Preserve, will provide protection for a total of 2,380 acres of land which all together includes 254 acres of wetlands, 4 miles of Crooked River shoreline, and 4.5 miles of stream habitat.

## Site Features

### Location

The Property is located in Waterford and Harrison.



## Mill Hill Forest Site Walk

### Water Resources

Mill Hill Forest includes two miles of stream frontage and 167 acres of wetlands. Two streams serve as the inlet and outlet to nearby Island Pond, with the outlet draining directly into the Crooked River. On its way to the Crooked, this stream also feeds into the 170-acre Baker Bog, a forested wetland complex located mostly within the Mill Hill Property.

### Connection to Sebago Lake

Mill Hill Forest is located in the Sebago Lake watershed and drains to the Crooked River through a tributary stream. The Crooked River is the largest tributary to Sebago Lake, supplying approximately 40% of the surface water inflow to the lake. The river has excellent water quality.



*Island Pond inlet stream*



*Island Pond outlet/Crooked River tributary*



*Baker Bog*



## Mill Hill Forest Site Walk

### Land Use/Land Cover

Undeveloped forest and wetlands cover the property, which has been managed for timber by one forester/logger for a generation. This forest management has resulted in small, low-impact harvests and a broad mix of soft and hardwood forests. A site walk revealed that previously harvested areas have re-grown, with the exception of a small, discontinued gravel pit that is one acre in size. As protection of a forested Sebago Lake watershed is the land trust's primary goal, forests will be managed sustainably for forest and wildlife health in accordance with forest management plans protecting the land's sensitive shorelines, streams, wetlands, and vernal pools.



*Recent partial cut*



*Small gravel pit will be allowed to re-vegetate*



*Old clear cut has reforested*

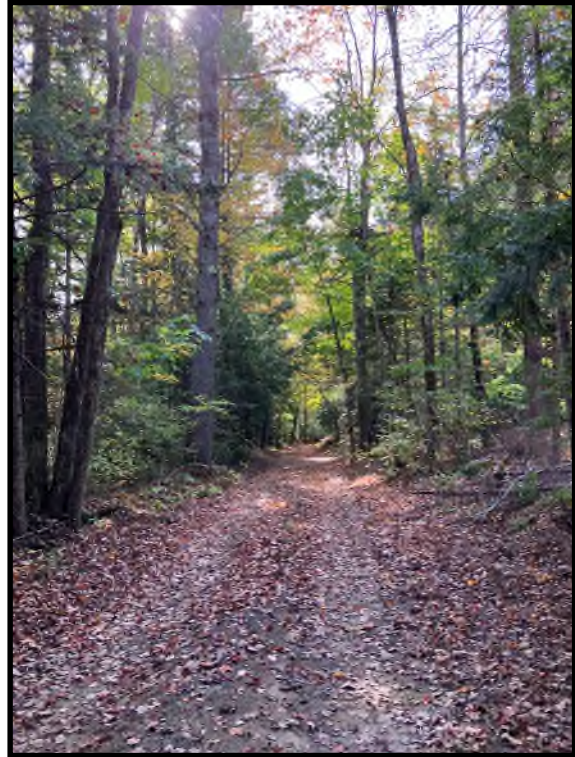
## Mill Hill Forest Site Walk

### Land Use/Land Cover (continued)

Situated in an undeveloped block of 4,883 acres, Mill Hill Forest has a CMP fee corridor, a CMP easement corridor, and a Portland Pipeline easement corridor running through it. These corridors are currently used for recreational access, including a snowmobile trail managed by the Waterford Snowmobile Club that also provides access for cross country skiing and snowshoeing. The land trust proposes to build a trail head and small parking area off Mill Hill Road at the discontinued Plains Road.



*CMP corridor*



*Logging road/snowmobile trail*

## GIS Site-Specific Property Assessment

**Property Name:** Mill Hill Forest

**Area (acres):** 1305

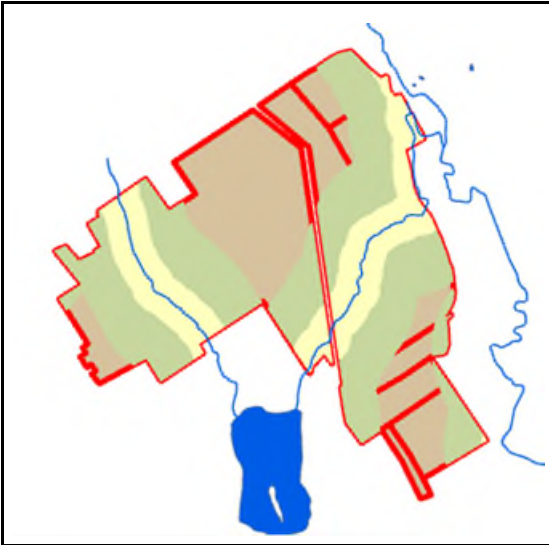
**Location:** Waterford, Harrison

**Land Trust:** WFLT

### Direct Sebago Lake Watershed

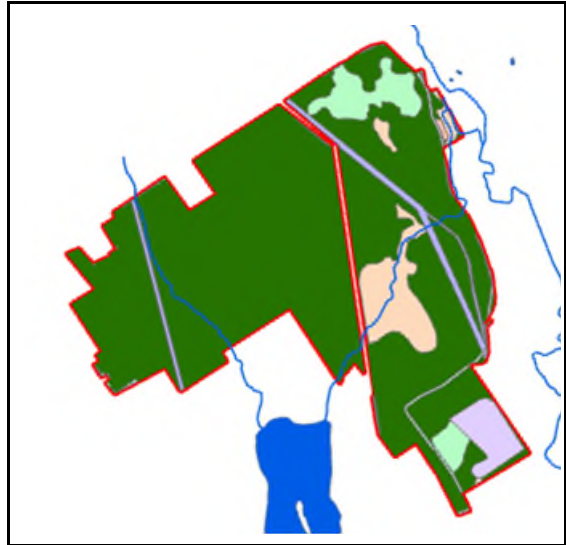
|                  | acres | percent |
|------------------|-------|---------|
| Inside watershed | 984   | 75.4    |

### Waterbodies map



|                       | acres | percent |
|-----------------------|-------|---------|
| Within 500 ft.        | 251   | 19      |
| Within 500 - 1500 ft. | 572   | 44      |
| Beyond 1500 ft.       | 482   | 37      |

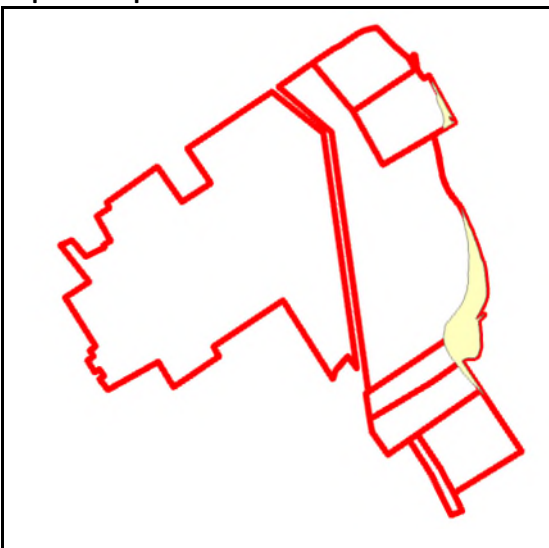
### Land cover map



|               |      |         |
|---------------|------|---------|
| Forest cover* | 1135 | acres   |
|               | 87   | percent |

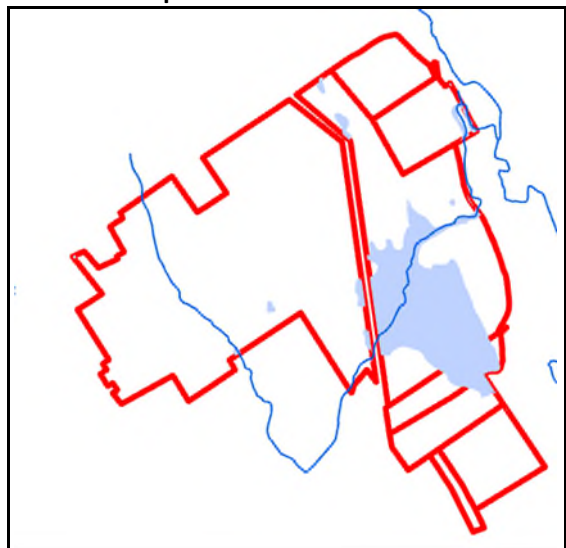
\*non-forested/non-wetlands verified to be in regrowth

### Aquifer map



|                               |    |         |
|-------------------------------|----|---------|
| Sig. sand and gravel aquifers | 40 | acres   |
|                               | 3  | percent |

### Wetlands map



|                 |     |         |
|-----------------|-----|---------|
| Mapped wetlands | 166 | acres   |
|                 | 13  | percent |

## Site-Specific Property Assessment

Property Name: Mill Hill Forest

Appraised Value of Fee or Easement

\$2,480,000

**Factors**

25% or more in direct Sebago Lake watershed?  add  %

25% or more within 500 ft. of a waterbody?  add  %

25% or more within 1500 ft. of a waterbody?  add  %

100 ft. or more of frontage on a waterbody?  add  %

50% or more forested?  add  %

20% or more with mapped wetlands?  add  %

10% or more sign. sand and gravel aquifers?  add  %

25% or more in a shoreland town?  add  %

Likely to be developed?  add  %

Other (explain) - maximum of 3% add  %

Calculated contribution (percent) - maximum 25%

%

Calculated contribution

Amount requested

Recommended contribution

| <b>Fee Acquisition Budget Mill Hill<br/>SOURCES AND USES, revised<br/>12/11/2024</b> |                       |                                  |                     |
|--|-----------------------|----------------------------------|---------------------|
| <b>Costs</b>   | <b>Acquisition</b>    | <b>Due Diligence And Closing</b> | <b>Stewardship</b>  |
| Fair Market Value of fee lands to be purchased                                       | \$2,480,000.00        |                                  |                     |
| Appraisal costs  |                       | \$27,000.00                      |                     |
| Title, legal and closing costs   |                       | \$14,000.00                      |                     |
| Land survey  |                       | \$16,000.00                      |                     |
| Environmental hazard survey  |                       | \$5,000.00                       |                     |
| Long-term management planning  |                       |                                  | \$1,500.00          |
| Natural Resources Inventory  |                       |                                  | \$1,500.00          |
| Long-term management/stewardship costs   |                       |                                  | \$249,600.00        |
| Other: Parking area, trailhead, kiosk , access control                               |                       |                                  | \$49,900.00         |
| Indirect costs (10% of acquisition and associated costs)                             |                       |                                  | \$254,200.00        |
| <b>TOTAL PROJECT COSTS:</b>  | <b>\$2,480,000.00</b> | <b>\$62,000.00</b>               | <b>\$556,700.00</b> |
| <b>PROJECT FUNDING SOURCES</b>   |                       |                                  |                     |
| NAWCA (preliminary award)  | \$700,000.00          |                                  |                     |
| Land for Maine's Future (preliminary award)  | \$1,255,000.00        |                                  |                     |
| Portland Water District  | \$325,000.00          | \$9,500.00                       | \$136,700.00        |
| SCW Due Diligence (awarded)  |                       | \$25,000.00                      |                     |
| Casco Bay Estuary Partnership (awarded)  |                       | \$27,500.00                      |                     |
| Open Space Insititute- Appalacian LF   | \$200,000.00          |                                  |                     |
| Fidelity Foundation  |                       |                                  | \$350,000.00        |
| LMF 5%   |                       |                                  | \$25,000.00         |
| SCW Land Protection Fund   |                       |                                  | \$45,000.00         |
|  |                       |                                  |                     |
|  |                       |                                  |                     |
| <b>TOTAL Project Revenue</b>   | <b>\$2,480,000.00</b> | <b>\$62,000.00</b>               | <b>\$556,700.00</b> |
| <b>Net</b>   | <b>\$0.00</b>         | <b>\$0.00</b>                    | <b>\$0.00</b>       |



## **BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6G Order 24-039  
Date of Meeting: December 16, 2024  
Subject: Hiring Consultant for General Manager Search  
Presented By: Fred McCann, Vice President

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### **RECOMMENDATION**

The following proposed language is presented for Board of Trustee approval:

ORDERED, that the Interim General Manager is authorized to execute a contract with Raftelis in a sum not to exceed \$38,795 for the purposes of conducting a search for the General Manager of the District.

### **BACKGROUND ANALYSIS**

A request for Proposals was issued for the conduct of the search for the General Manager of the District. The District received 10 responses. A subcommittee of the Board, consisting of the President, Vice President, and Trustees Crockett, Libby, and Siviski, interviewed three of the proposers. As a result of these interviews, the subcommittee recommends the selection of Raftelis to conduct the search. This recommendation is based on their experience with recruitment for executive positions in the public sector and local government, cost, and approach.

### **FISCAL REVIEW / FUNDING**

The Consultant's proposal was for \$38,795. The General Manager's department budget has sufficient funds to pay for fees.

### **LEGAL REVIEW**

Corporate Counsel has reviewed the proposed motion and approved as to form and will draft the consultant contract.

### **CONCLUSION(S)**

It is recommended that the Board authorize the General Manager to execute a consultant contract in substantial form, as attached hereto, with Raftelis, to conduct the search for the General Manager of the District.

### **ATTACHMENT(S)**

Raftelis Proposal  
Proposed Consultant Agreement

# Portland Water District

## Executive Search Consultant Services

PROPOSAL / RFP No. PWD-24 / OCTOBER 8, 2024



October 8, 2024

Wesley Gilbert  
Purchasing Agent/Buyer  
Portland Water District  
225 Douglass Street  
Portland, ME 04104-3553

**Subject: Proposal for Executive Search Consultant Services (RFP No. PWD-24)**

Dear Wesley Gilbert:

We are pleased to submit this proposal for executive search services. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utility industry.

Our project team for Portland Water District (PWD) comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 350 searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve PWD. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

Catherine Tuck Parrish, Vice President  
Phone: 240.832.1778 / Email: [ctuckparrish@raftelis.com](mailto:ctuckparrish@raftelis.com)

Sincerely,

A handwritten signature in black ink, appearing to read 'Julia Novak'.

**Julia Novak**  
*Executive Vice President*





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## Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm’s number one source of carbon emissions—travel.



## Diversity and inclusion are an integral part of Raftelis’ core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

## PROPOSAL APPROACH

# Who We Are

## RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek. PWD will have the support of our full staff of 218 employees, including 189 consultants and 29 additional support staff to provide administrative, billing, and graphic design services.

### Firm Philosophy

Our **VISION** is to be the most sought-after trusted advisor serving utilities and local governments. Our purpose, or our **MISSION**, is to advance communities by empowering our clients and our people to succeed. The values we expect from each employee include: lead with **integrity**; prioritize **collaboration**; promote **diversity, equity, and inclusion**; drive **innovation** and **quality**; and **dedicate** ourselves to our clients, our profession, and each other.

**We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit PWD and help to make this project a success.**

**RESOURCES AND EXPERTISE:** This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components. With more than 180 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide PWD with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

**DECADES OF COLLECTIVE EXPERIENCE:** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police.

**PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

**NICHE EXPERTISE:** Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

## FIRM CAPABILITIES



### **FINANCE:** Meet your goals while maintaining a financially sustainable organization

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



### **COMMUNICATION:** Communicate strategically to build an informed, supportive community

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



### **STRATEGIC PLANNING:** Set the direction for the future of your organization and community

- Organization, department, and community-based strategic planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



### **ORGANIZATION:** Plan for long-term sustainability and operate with maximum efficiency

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing
- Process improvement



### **TECHNOLOGY:** Use your data and technology to improve experience and gain valuable insights

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development
- Information technology assessments and strategic planning
- Customer management assessments and optimization
- CIS selection and implementation
- AMR/AMI feasibility studies
- Mobile workforce management
- Meter data management
- CMMS selection and implementation
- GIS optimization services
- Fleet management systems



### **EXECUTIVE SERVICES:** Identify and develop top talent to strengthen your organization

- Executive recruitment
- Executive coaching
- Facilitated executive performance evaluations

# Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

## Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

## Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), the Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process, from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.



**39%** of our recruitments resulted in the hiring of **women**

**21%** of our recruitments resulted in the hiring of **people of color**

## Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan that is actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

# Work Plan

## THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE GENERAL MANAGER RECRUITMENT.

### Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. We will begin by speaking with each member of the Board of Trustees individually, followed by one group meeting to include the Board as a whole for a total of eleven meetings. We will also facilitate one additional meeting to gather input from department directors. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences. All meetings will be virtual, except for the final interviews, which will be in person. An additional fee will be charged for any additional in-person meetings added beyond this scope.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Maine and the nation. We will prepare a position profile that is unique to PWD. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position. We will develop a recruitment brochure for advertising the position which includes the position profile, as well as information on PWD and the community. We will work with PWD to eliminate barriers to underrepresented groups, including years of service, levels of education, and other strict requirements that might eliminate someone who can do the job.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, PWD has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the Board of Trustees. Modifications will be made as necessary before recruitment begins.

#### DELIVERABLES:

- Detailed recruitment process documents, including recruitment plan, position profile, and first-year goals

### Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. We understand the importance of having a diverse applicant pool, so our recruitment strategy includes a robust outreach strategy to identify and attract well-qualified individuals from underrepresented groups and encouraging them to apply. In our outreach, we ensure we place job postings in places that target women, minorities, and other underrepresented groups. We also utilize our networks across the country to find and attract well-qualified candidates from a variety of backgrounds to apply and be considered. In addition, our recruiters have participated in conferences like NFBPA and Engaging Local Government Leaders (ELGL) for

networking, a Diversity, Equity, and Inclusion cohort through the International City/County Management Association (ICMA), and several leadership academies for women in local government in different states.

We will place job postings with national, state, and regional professional organizations such as the American Water Works Association (AWWA), New Hampshire AWWA State Chapter, New England Section of AWWA, New England Water Works Association, American Public Works Association, National Association of Clean Water Agencies, ICMA, North Carolina League of Municipalities, GovtJobs.com, a LinkedIn Job Ad, and other places as identified in the recruitment plan. We also recommend national organizations such as ELGL, NFBPA, and the League of Women in Government to attract underrepresented groups and provide a more diverse applicant pool. We will also reach out to historically black colleges and universities and other targeted alumni networks that have graduates from diverse backgrounds and ask them to share our postings.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like PWD.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on PWD's unique needs. Our outreach includes seeking well-qualified women and people of color and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with PWD. We will then meet with the Board of Trustees to review the entire list (if desired) as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the Board of Trustees' direction, we will finalize a list of four to six candidates to invite for in-person interviews.

#### **DELIVERABLES:**

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials, including screening results and internet search

### **Activity 3 – Support Interviews and Selection**

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a department director or key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a contact from PWD to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by PWD.

PWD will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

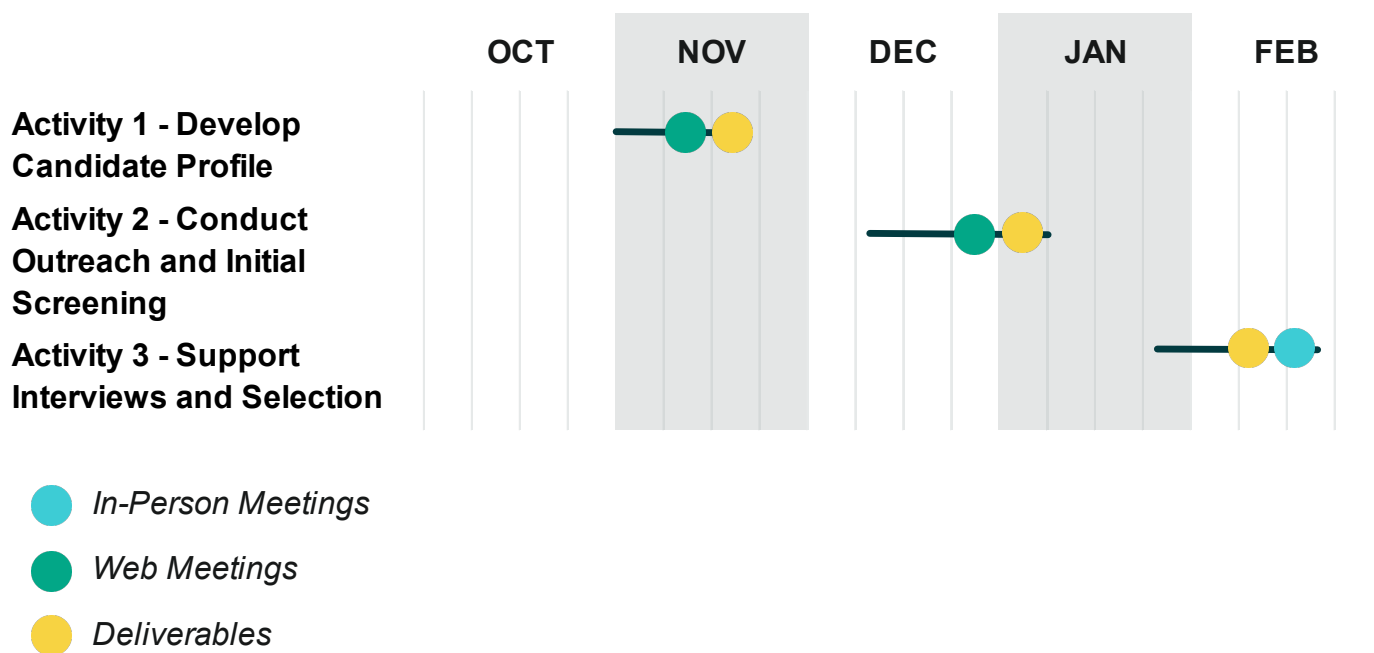
We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary preferences. We will keep candidates apprised of their status and release them at the appropriate time.

**DELIVERABLES:**

- Interview book materials, including references and background checks

# Recruitment Timeline

Included below is a draft timeline. We expect to review this with PWD during Activity 1 and adjust it as necessary as we develop the recruitment plan.



PROJECT TEAM QUALIFICATIONS & EXPERIENCE

# References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them. Please see Appendix B for a full list of our executive recruitments.

| Client  | Reference  |
|---|--|
| <b>Cape Fear Public Utility Authority, North Carolina</b> <ul style="list-style-type: none"> <li>Deputy Executive Director (2024)</li> </ul>  | Lori McKoy, Human Resources Director<br>P: 910.332.6659<br>E: Lori.McKoy@cfpua.org       |
| <b>Central Arizona Project, Arizona</b> <ul style="list-style-type: none"> <li>General Manager (2022)</li> </ul>  | Stephanie Lee, Human Resources Director<br>P: 623.869.2750<br>E: slee@cap-az.com         |
| <b>Fairfax Water, Virginia</b> <ul style="list-style-type: none"> <li>Customer Service Operations Manager (2024)</li> </ul>   | Kim Oates, Finance Division Director<br>P: 703.698.5600<br>E: koates@fairfaxwater.org    |
| <b>Sewerage and Water Board of New Orleans, Louisiana</b> <ul style="list-style-type: none"> <li>Deputy General Superintendent (Engineering and Services) (2024)</li> <li>Chief of Communications (2023)</li> <li>General Superintendent (2023)</li> <li>Utility Human Resources Director (2023)</li> </ul> | Dave Callahan, Chief Administrative Officer<br>P: 504.585.2202<br>E: dcallahan@swnbo.org |
| <b>Mount Pleasant Waterworks, South Carolina</b> <ul style="list-style-type: none"> <li>General Manager (2020)</li> </ul>   | Rick Crosby, Commission Chair<br>P: 843.884.9626<br>E: rcrosby@mpwonline.com             |



# Recruitment Team

**WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF PWD'S RECRUITMENT.**

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful recruitments, providing PWD with confidence in our capabilities. On the following pages, we have included resumes for each of our recruiting team members.



# Catherine Tuck Parrish

## PROJECT DIRECTOR/LEAD RECRUITER

Vice President



### PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects, such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine has served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. She also worked for the City of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high-performing organizations, and leadership. She has also spoken at the National League of Cities Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.

### Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

### Professional History

- Raftelis: Vice President (2021-present); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998-2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

### Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

# Heather Gantz

## RECRUITER Senior Manager

### PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 15 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 75 searches in the public sector. She has delivered positive search outcomes for dozens of high-profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.



### Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

### Professional History

- Raftelis: Senior Manager (2022-present); Manager (2020 – 2021)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

### Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

### Professional Memberships

- Engaging Local Government Leaders (ELGL)

# Pamela J. Wideman

**RECRUITER**  
Senior Manager



## PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served as the Director of the City of Charlotte’s Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela shaped Charlotte’s affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 5,000 affordable housing units, created and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. Pamela is a highly sought-after speaker for her expertise in affordable housing and has spoken on numerous panels across the country. Pamela strongly believes that “service is the rent we pay for living on this earth” and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte, and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women’s In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 “Behind the Scenes” newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves on the Board of Directors for the United Way of Greater Charlotte and the Children and Family Services Center. She is a member of the International City/County Management Association and the National Forum for Black Public Administrators.

## Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

## Professional History

- Raftelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

## Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master’s in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

## Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

# Robert Colichio

## RECRUITMENT SPECIALIST

Senior Consultant

### PROFILE

Robert has over 10 years in full lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter, Robert has engaged in searches within both the public and social sector. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management. With over 500 clients served, leading and coaching them through complicated organizational change ranging from individual executive employee transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and developed multiple large group workshops for companies. He further has extensive and diverse project management experience, including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.



### Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

### Professional History

- Raftelis: Senior Consultant (2023-present); Consultant (2021-2022)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

### Education

- Master of Business Administration in Organizational Behavior - Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration - University of Oregon, Lundquist College of Business (2006)

### Certifications

- SHRM-CP

### Professional Memberships

- Society for Human Resource Management (SHRM)

# Kelsey Batt

## RECRUITMENT SPECIALIST Consultant

### PROFILE

Kelsey joined Raftelis in 2021, helping to facilitate executive level recruitments for local governments across the county. As a strong cross-cultural communicator, Kelsey utilizes her skills and background in professional writing to serve as a launchpad for all her endeavors.

Kelsey graduated from the Honors College at Purdue University in West Lafayette, Indiana where she earned a bachelor’s in both Professional Writing and Creative Writing, as well as a Minor in Italian.

During her time as a student, Kelsey worked diligently at the world-renowned Purdue OWL Writing Lab, pairing with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women’s Division I Track and Field and Cross-Country teams while at Purdue, earning six Academic All-Conference Honors from the Big Ten.

She has previously worked as a copywriter at Sweetwater Sound where she developed the company’s first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations where she produced and edited social media and blog content.



### Specialties

- Executive search
- Recruiting
- Editing

### Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

### Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

# Alexa Worrell

## RECRUITMENT SPECIALIST

Consultant

### PROFILE

In May 2022, Alexa joined Raftelis as a recruitment specialist, having completed an internship with the firm's Executive Recruitment Team where she supported numerous search activities.

Prior to Raftelis, Alexa worked as a Talent Generalist Intern at Textron Specialized Vehicles, where she developed a comprehensive leave process guide to ensure more consistent application of the company's policies; researched human resource procedures, policies, and applicable employment laws; and marketed and facilitated an informational event for employees to set up banking needs.

Through her prior work as a Receptionist/HR Assistant, Alexa developed her interviewing and recruiting skills and gained experience in redesigning training manuals for various roles to enhance training processes for future hires.

During her time as a student, Alexa served as recruitment chair of her sorority, where she recruited a new incoming class of over 30 members while also developing positive relationships with the new class and the established members in the chapter. She also assisted with facilitating monthly business development events as a member coordinator for the Advancing Women in Entrepreneurship Business Club.

Alexa earned her bachelor's degree in Sociology and Human Capital Leadership and Management from Miami University in Oxford, Ohio.



### Specialties

- Executive search
- Recruiting
- Relationship building

### Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2022-2023)
- Textron Specialized Vehicles: Talent Generalist (2021-2021)

### Education

- Bachelor of Arts, School of Liberal Arts – Miami University, Oxford, OH (2021)

APPENDIX A: REQUIRED FORM

# Appendix A: Required Form






**INSTRUCTIONS AND CONDITIONS  
PORTLAND WATER DISTRICT**

1. The District reserves the right to evaluate the submitted proposals, waive any irregularity therein, and to select any firm which submits a proposal to do the work and/or reject any or all proposals should it be deemed in the best interest of the District. The District reserves absolute discretion in reviewing the qualifications of the Vendor and may reject any prospective Vendor at the District's sole option. In submitting its RFQ Response, the Vendor agrees and acknowledges that the District has the right to exercise its absolute and sole discretion in its consideration of any responses and in the conduct of the evaluation and selection process. Specifically, the District retains the right to reject any or all bids, to accept any proposal which is deemed most favorable to the District, including the selection of a Vendor whose fee arrangements may not be the lowest, or the waiver of any informality or failure to meet any of the requirements or qualifications set forth in this Request. The vendor also agrees and acknowledges that the District's determinations shall all be final and there are no appeals to any other authority, specifically including the courts of Maine or the United States.
2. Alternate proposals must be clearly identified.
3. If the time within which the proposal must be accepted is not stated, it is understood and agreed that the District shall have sixty days to accept.
4. The District reserves the right to maintain confidentiality of proposals.
5. **Proof of Insurance will be required prior to work.**
6. Vendor shall indemnify, defend and hold harmless the District from all claims, suits actions, losses, damages, liabilities, cost and expenses of any nature whatsoever resulting from, arising out of, or relating to the activities of your company or its officers, employees, subcontractors, or agents under the Purchase Order resulting from this R.F.P.
7. Changes herein shall not be made except upon prior written application to and written approval of the District.
8. Vendor agrees to comply with the provisions of the Occupational Safety and Health Act of 1970 and the standards and regulations issued there under and certifies that all actions furnished under this order will conform to and comply with said standards and regulations. Supplier further agrees to indemnify and hold harmless the District for all damages assessed against the District as a result of Vendors' failure to comply with the Act and standards issued there under.
9. Subcontracting will not be allowed unless the District has given written approval.
10. PWD has adopted a Vehicle Idling Policy which applies to contractor as well as PWD owned vehicles. The policy may be viewed/printed from [http://www.pwd.org/account/terms/idling\\_policy.php](http://www.pwd.org/account/terms/idling_policy.php)

-----PROPOSAL-----

In compliance with the above invitation for proposals, and subject to all the conditions thereof, the undersigned offers and agrees, if this proposal is accepted, to furnish any or all of the items and/or services upon which prices are proposed, at the price set opposite each item/service or the lump sum.

|   |  |
|---|--|
| Submitting Firm Name  | Address  |
| Raftelis Financial Consultants, Inc.  | 19 Garfield Place, Suite 500, Cincinnati, OH 45202 |
| Phone   | E-Mail   |
| 513.221.0500  | jnovak@raftelis.com                                |
| By  | Title  |
| Julia Novak   | Executive Vice President                           |
| Signature of Person Quoting & Date  |  |
|  |  |

APPENDIX B: NATIONAL EXPERIENCE

# Appendix B: National Experience



# Recent Executive Search Experience

| Client                     | Position                                    |
|----------------------------|---|
| AZ Central Arizona Project | General Manager                             |
| AZ Clarkdale               | Town Manager                                |
| AZ Cottonwood              | City Manager                                |
| AZ Oro Valley              | Chief Financial Officer                     |
| AZ Oro Valley              | Police Chief                                |
| AZ Payson                  | Town Manager                                |
| AZ Peoria                  | Human Resources Director                    |
| AZ Scottsdale              | Economic Development Director               |
| AZ Yuma                    | City Administrator                          |
| AZ Yuma                    | Engineering Director                        |
| AZ Yuma                    | Finance Director                            |
| AZ Yuma                    | Planning and Neighborhood Services Director |
| CO Aspen                   | Community Development Director              |
| CO Boulder                 | Chief Human Resources Officer               |
| CO Boulder                 | City Attorney                               |
| CO Boulder                 | City Manager                                |
| CO Boulder                 | Fire Division Chief                         |
| CO Boulder                 | HRIS Manager                                |
| CO Boulder                 | Human Resources Director                    |
| CO Boulder                 | Human Resources Senior Manager              |
| CO Boulder                 | Independent Police Monitor                  |
| CO Boulder                 | Municipal Court Judge                       |
| CO Boulder                 | Planning and Development Services Director  |
| CO Boulder                 | Total Rewards Senior Manager                |
| CO Boulder                 | Utilities Engineering Manager               |
| CO Denver                  | Independent Monitor                         |
| CO Fort Collins            | Cultural Services Director                  |
| CO Fort Collins            | Deputy City Manager                         |

| Client  | Position   |
|---|--|
| CO Fort Collins                               | Community Services Director                              |
| CO Fort Collins                               | Community Development and Neighborhood Services Director |
| CO Fort Collins                               | Environmental Services Director                          |
| CO Fort Collins                               | Natural Areas Director                                   |
| CO Fort Collins                               | Recreation Director                                      |
| CO Fort Collins                               | Utilities Executive Director                             |
| CO Health District of Northern Larimer County | Executive Director                                       |
| CO Lafayette                                  | City Administrator                                       |
| CO Louisville                                 | City Manager   |
| CO Louisville                                 | Director of Parks and Recreation                         |
| CO Louisville                                 | Director of Planning and Building Safety                 |
| CO Louisville                                 | Human Resources Director                                 |
| CO Loveland                                   | Budget Manager*  |
| CO Loveland                                   | Chief Financial Officer*                                 |
| CO Loveland                                   | City Clerk*  |
| CO Loveland                                   | Economic Development Director*                           |
| CO Northglenn                                 | Human Resources Director                                 |
| CO Pueblo West Metropolitan District          | District Manager   |
| CO Westminster                                | Parks, Recreation, and Library Director                  |
| CT Greenwich                                  | Town Administrator                                       |
| CT Mansfield                                  | Town Manager   |
| CT Meriden                                    | City Manager   |
| CT Windsor                                    | Police Chief   |
| DE Kent County                                | County Engineer/Public Works Director                    |
| DE Lewes                                      | Municipal Planning and Development Officer               |
| DE Milford                                    | City Manager   |
| DE Milton                                     | Town Manager   |
| DE Rehoboth Beach                             | City Manager   |

| Client                         | Position                               |
|--------------------------------|--|
| IA Cedar Rapids                | Utilities Director                     |
| IA Cedar Rapids                | City Attorney                          |
| IA Cedar Rapids                | Public Works Director                  |
| IL Peoria County               | Director, Animal Protection Services   |
| IN Bloomington                 | Traffic and Transportation Engineer    |
| KS Baldwin City                | City Administrative Officer            |
| KS Edgerton                    | Building Inspector                     |
| KS Edgerton                    | Community Development Director         |
| KS Johnson County              | Human Resources Director               |
| KS Merriam                     | Finance Director                       |
| KS Olathe                      | Director of Economy                    |
| KS Tonganoxie                  | City Manager                           |
| LA Orleans Parish School Board | Chief Operations Officer               |
| MD Aberdeen                    | Director of APG Privatization          |
| MD Aberdeen                    | Police Chief                           |
| MD Aberdeen                    | Public Works Director                  |
| MD Berwyn Heights              | Code Supervisor                        |
| MD Berwyn Heights              | Town Administrator                     |
| MD Cambridge                   | City Manager                           |
| MD Charles County              | Director of Community Services*        |
| MD Charles County              | Engineer IV*                           |
| MD Gaithersburg                | City Manager                           |
| MD Gaithersburg                | Director of Finance and Administration |
| MD Gaithersburg                | Engineering Services Division Chief    |
| MD Gaithersburg                | Finance Director                       |
| MD Gaithersburg                | Public Works Director                  |
| MD Gaithersburg                | Public Works and Engineering Director  |
| MD Gaithersburg                | Director of Information Technology     |

| Client                       | Position   |
|------------------------------|--|
| MD Garrett Park              | Town Manager   |
| MD La Plata                  | Planning Director                                    |
| MD La Plata                  | Police Chief   |
| MD La Plata                  | Town Manager   |
| MD La Plata                  | Town Treasurer                                       |
| MD Maryland Municipal League | Executive Director/CEO                               |
| MD Mount Rainier             | City Manager   |
| MD New Carrollton            | City Administrative Officer                          |
| MD Ocean Pines Association   | General Manager                                      |
| MD Riverdale Park            | Town Manager   |
| MD Riverdale Park            | Police Chief   |
| MD Rockville                 | City Attorney  |
| MD Rockville                 | City Manager   |
| MD Rockville                 | Community Planning and Development Services Director |
| MD St. Michaels              | Town Administrator                                   |
| MD Sykesville                | Town Manager   |
| MD Takoma Park               | City Manager   |
| MD Takoma Park               | Deputy City Manager*                                 |
| MD Westminster               | Finance Director                                     |
| MD Westminster               | Human Resources Director                             |
| MI Novi                      | Assistant City Manager                               |
| MI Novi                      | Finance Director                                     |
| MI Rochester Hills           | Chief Financial Officer                              |
| MO Chesterfield              | City Administrator                                   |
| MO Clayton                   | City Manager   |
| MO Lee's Summit              | Human Resources Director                             |
| MT Helena                    | City Manager   |
| NC Guilford County           | Assistant County Manager for Strong Communities      |

| Client |   | Position                                       |
|--------|---|--|
| NC     | Guilford County                                     | Assistant County Manager for Successful People |
| NC     | Guilford County                                     | County Attorney                                |
| NC     | Guilford County                                     | Communications and Public Relations Director   |
| NC     | Guilford County                                     | Deputy Finance Director                        |
| NC     | Guilford County                                     | Equity and Inclusion Manager                   |
| NC     | Guilford County                                     | Public Relations Director                      |
| NC     | High Point  | Assistant City Manager                         |
| NC     | High Point  | Planning Director                              |
| NC     | Matthews  | Assistant Town Manager                         |
| NC     | Rolesville  | Human Resources Director                       |
| NH     | Keene   | City Manager                                   |
| NH     | Hanover   | Town Manager                                   |
| NM     | Las Cruces  | City Manager                                   |
| NY     | Batavia   | City Manager                                   |
| NY     | Livingston County Water and Sewer Authority (LCWSA) | Executive Director                             |
| NY     | Oneonta   | City Manager                                   |
| OH     | Centerville   | City Manager                                   |
| OH     | Delaware County                                     | Director of Economic Development               |
| OH     | Delaware County Transit District                    | Executive Director                             |
| OH     | Hilliard  | Deputy Police Chief                            |
| OH     | Hilliard  | Police Chief                                   |
| OH     | Hudson  | City Manager                                   |
| OH     | Cleveland Heights                                   | City Manager                                   |
| OH     | Cleveland Heights                                   | Finance Director                               |
| OH     | Dayton  | Financial Officer                              |
| OH     | Dublin  | Director of Public Service                     |
| OH     | Dublin  | Deputy City Manager/Chief Operations Officer   |
| OH     | Granville   | Village Manager                                |

| Client |   | Position                                       |
|--------|---|--|
| OH     | Hilliard                                      | City Manager                                   |
| OH     | Hudson  | City Manager                                   |
| OH     | Jackson Township                              | Township Administrator                         |
| OH     | Miami Township                                | Township Administrator                         |
| OH     | Moraine                                       | City Manager                                   |
| OH     | Oberlin                                       | Fire Chief                                     |
| OH     | Oberlin                                       | Police Chief                                   |
| OH     | Portsmouth                                    | City Manager                                   |
| OH     | Prairie Township                              | Township Administrator                         |
| OH     | Sandusky                                      | City Manager                                   |
| OH     | Solid Waste Authority of Central Ohio (SWACO) | Director of Administration                     |
| OH     | The Port - an Ohio Port Authority             | General Counsel                                |
| OH     | The Port - an Ohio Port Authority             | Industrial Development Manager                 |
| OH     | The Port - an Ohio Port Authority             | Vice President of Communications and Marketing |
| OH     | The Port - an Ohio Port Authority             | Vice President of Economic Equity              |
| OH     | Union County                                  | County Administrator                           |
| OH     | Upper Arlington                               | Assistant City Manager*                        |
| OH     | Upper Arlington                               | Police Chief                                   |
| OH     | Washington Township                           | Assistant Fire Chief                           |
| OH     | Washington Township                           | Township Administrator                         |
| OH     | West Chester Township                         | Township Administrator                         |
| OH     | Westerville                                   | City Manager                                   |
| OH     | Westerville                                   | Deputy Director of Planning and Development    |
| OH     | Westerville                                   | Finance Director                               |
| OH     | Worthington                                   | Assistant Fire Chief                           |
| OH     | Wyoming                                       | City Manager                                   |
| OR     | Beaverton                                     | City Manager                                   |
| OR     | Beaverton                                     | Finance Director                               |

| Client                                       | Position                                     |
|--|--|
| OR Beaverton                                 | Interim City Manager                         |
| OR Beaverton                                 | Police Chief                                 |
| OR Beaverton                                 | Public Works Director                        |
| OR Clean Water Services                      | Chief of Staff                               |
| OR Clean Water Services                      | Chief Utility Operations Officer             |
| OR Clean Water Services                      | General Counsel and Chief Compliance Officer |
| OR Gresham                                   | City Manager                                 |
| OR Gresham                                   | Police Chief                                 |
| OR Hillsboro                                 | Employee and Labor Relations Manager         |
| OR Hillsboro                                 | Library Director                             |
| OR Lake Oswego                               | City Attorney                                |
| OR Lane County                               | Public Works Director                        |
| OR Newberg                                   | Assistant City Manager                       |
| OR Newburg                                   | Police Chief                                 |
| OR Newberg                                   | Public Works Director                        |
| OR Salem                                     | City Manager                                 |
| OR Scappoose                                 | Finance Administrator                        |
| OR Sunrise Water Authority                   | Finance Director                             |
| OR Tigard                                    | Assistant City Manager                       |
| OR Tigard                                    | Finance Director                             |
| OR Tigard                                    | Human Resources Director                     |
| OR Tualatin                                  | City Attorney                                |
| OR Tualatin Hills Park & Recreation District | Chief Financial Officer                      |
| OR Tualatin Hills Park & Recreation District | City Attorney                                |
| OR Tualatin Hills Park & Recreation District | District Finance Director                    |
| OR Washington County                         | County Administrator                         |
| OR Washington County                         | Interim County Administrator                 |
| OR Washington County                         | Chief Financial Officer                      |
| OR Washington County                         | County Counsel                               |

| Client                                | Position                                  |
|---------------------------------------|---|
| OR Washington County                  | Assistant County Administrators           |
| PA Breakneck Creek Regional Authority | Manager                                   |
| PA Carlisle Borough                   | Police Chief                              |
| PA Farrell                            | City Manager                              |
| SC Mount Pleasant Waterworks          | General Manager                           |
| TX Abilene                            | City Engineer                             |
| TX Abilene                            | Library Director                          |
| TX Lancaster                          | Assistant City Manager                    |
| TX Lancaster                          | Finance Director                          |
| TX University Park                    | Human Resources Director                  |
| VA Albemarle County                   | Chief Financial Officer                   |
| VA Albemarle County                   | County Attorney                           |
| VA Albemarle County                   | Deputy Director of Community Development  |
| VA Albemarle County                   | Police Chief                              |
| VA Albemarle County                   | DEI Director                              |
| VA Albemarle County                   | Deputy Chief Financial Officer            |
| VA Albemarle County                   | Diversity, Equity, and Inclusion Director |
| VA Albemarle County                   | Human Resources Director                  |
| VA Alexandria                         | Controller                                |
| VA Arlington County                   | Central Library Services Division Chief*  |
| VA Arlington County                   | Housing Director*                         |
| VA Ashland                            | Town Manager                              |
| VA Bedford County                     | County Administrator                      |
| VA Bedford County                     | Deputy Fire Chief*                        |
| VA Bedford County                     | Finance Director                          |
| VA Chesapeake                         | Chief Financial Officer                   |
| VA Chesapeake                         | Chief Information Officer                 |
| VA Chesapeake                         | City Auditor                              |
| VA Fairfax                            | City Manager                              |

| Client  | Position  |
|---|---|
| VA Fairfax  | Police Chief  |
| VA Fairfax County   | County Executive  |
| VA Fairfax County   | Deputy County Executive   |
| VA Fairfax Water  | Customer Service Manager  |
| VA Fairfax Water  | Human Resources Manager   |
| VA Fredericksburg   | Public Works Director   |
| VA Harrisonburg   | City Manager  |
| VA Harrisonburg   | Human Resources Director  |
| VA Harrisonburg   | Police Chief  |
| VA Harrisonburg-Rockingham Regional Sewer Authority (HRRSA) | Executive Director  |
| VA Leesburg   | Finance Director  |
| VA Leesburg   | Town Attorney   |
| VA Leesburg   | Planning and Zoning Director  |
| VA Loudoun County   | Animal Services Director  |
| VA Loudoun County   | Assistant County Administrator                                      |
| VA Loudoun County   | Assistant Director of Human Resources                               |
| VA Loudoun County   | Chief Financial Officer   |
| VA Loudoun County   | County Attorney   |
| VA Loudoun County   | Director of Building and Development                                |
| VA Loudoun County   | Deputy County Administrator   |
| VA Loudoun County   | Economic Development Director                                       |
| VA Loudoun County   | Family Services Director  |
| VA Loudoun County   | Finance Director  |
| VA Loudoun County   | Housing and Community Development Director                          |
| VA Loudoun County   | Information Technology Director                                     |
| VA Loudoun County   | Mapping and Geographic Information Director                         |
| VA Loudoun County   | Mental Health, Substance Abuse, and Developmental Services Director |
| VA Loudoun County   | Parks, Recreation, and Community Services Director                  |

| Client                                  | Position  |
|---|---|
| VA Loudoun County                       | Planning and Zoning Director                            |
| VA Loudoun County                       | Systemwide Fire Chief                                   |
| VA Loudoun County                       | Community Corrections Director                          |
| VA Newport News                         | Engineering Director                                    |
| VA Newport News                         | Waterworks Director                                     |
| VA Newport News                         | Human Resources Director                                |
| VA Prince William County                | Deputy County Executive for Public Safety               |
| VA Virginia Retirement System           | Human Resources Director                                |
| VA Warrenton                            | Town Manager  |
| WA Bellevue                             | Assistant Director, Financial and Resource Management   |
| WA Bellevue                             | Deputy City Manager                                     |
| WA Bellevue                             | Utilities Deputy Director                               |
| WA Bothell                              | City Manager  |
| WA Bothell                              | Community Development Director                          |
| WA Bothell                              | Finance Director  |
| WA Camas                                | City Administrator                                      |
| WA Central Pierce Fire and Rescue       | Fire Chief  |
| WA Sammamish                            | Public Works Director                                   |
| WA Shoreline                            | Administrative Services Director                        |
| WA Shoreline                            | City Manager  |
| WA Shoreline                            | Human Resources and Organizational Development Director |
| WA Shoreline                            | Human Resources Director                                |
| WA Spokane Regional Health District     | Community Health Director                               |
| WA Spokane Regional Health District     | Deputy Administrative Officer                           |
| WA Spokane Regional Health District     | Health Officer  |
| WA Spokane Regional Health District     | Human Resources Manager                                 |
| WI Central Brown County Water Authority | Manager   |
| WI Mequon                               | City Administrator                                      |
| WV Morgantown                           | City Manager  |

**FEE**

# Fee

The total fixed fee to complete the recruitment, as outlined in this proposal, is \$36,295. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to PWD, which would be billed at cost.

|                                    |   |
|------------------------------------|---|
| <b>Advertising</b>                 | Approximately \$2,000-\$2,500                         |
| <b>Background checks</b>           | Estimated at \$175-\$500/finalist                     |
| <b>Finalists' interview travel</b> | Borne and reimbursed directly to the finalists by PWD |

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

|                              |  |
|------------------------------|--|
| <b>Activity 1 – \$9,921</b>  | After delivery of the recruitment documents <ul style="list-style-type: none"> <li>• Recruitment plan</li> <li>• Recruitment brochure</li> <li>• First-year goals</li> </ul> |
| <b>Activity 2 – \$15,251</b> | After the candidate review   |
| <b>Activity 3 – \$11,123</b> | After the interviews are completed   |

Within six (6) months of the final interview process, should an additional candidate be hired by PWD from the pool of candidates presented by Raftelis for this project, the additional fee shall be \$15,000.

## ADDITIONAL SERVICES

### Coaching

Raftelis has trained coaches with practical experience as former practitioners to provide one-on-one coaching with executives, department heads, and mid-level managers. The process includes setting goals, development and execution of a coaching plan, and individual coaching sessions. Local governments and utilities utilize this service to help new leaders acclimate to new roles and responsibilities, adjust to the complexities of the organization and external factors, navigate difficult conversations, improve their interactions with the governing body and/or in public settings, build strong staff teams, and prepare future leadership within the organization.

### COST:

- Typical cost for this service is \$10,000
- Hourly rate for coaches is \$250/hour
- Work is done virtually



## **Facilitated Evaluations**

Raftelis has skilled staff who can deliver a facilitated evaluation for governing-body appointed staff, including managers, attorneys, clerks, treasurers, auditors, etc. This process includes input from every governing body member through the facilitator, self-assessment, a guided conversation in executive session, goal-setting for the next year, and the evaluation document. This allows each member of the governing body's voice to be included, ensures the executive receives meaningful feedback, and is done objectively.

### **COST:**

- Typical cost for this service is \$15,000-\$17,000
- Work is done remotely except for guided executive session

**AGREEMENT BETWEEN  
PORTLAND WATER DISTRICT  
AND  
RAFTELIS FINANCIAL CONSULTANTS, INC.**

**THIS AGREEMENT** is made this \_\_\_ day of December, 2024 by and between the **PORTLAND WATER DISTRICT**, a quasi-municipal corporation, with a mailing address of 225 Douglass Street, P.O. Box 3553, Portland, Maine 04104-3553 (hereinafter "**PWD**"), and **RAFTELIS FINANCIAL CONSULTANTS, INC.**, an Ohio corporation, located at 19 Garfield Place, Suite 500, Cincinnati, OH 45202 (hereinafter "**CONSULTANT**").

**W I T N E S S E T H:**

**WHEREAS, PWD** is in need of Executive Search Services; and

**WHEREAS,** the **CONSULTANT** did under date of October 8, 2024 submit a Proposal for such work; and

**WHEREAS,** after due consideration of the Proposal, the **PWD** does accept the Proposal of the **CONSULTANT**;

**NOW THEREFORE,** in consideration of the promises set forth herein, the parties hereby agree as follows:

**1. SCOPE OF SERVICES.**

The **CONSULTANT** agrees to provide the personnel, materials, equipment and labor (hereinafter "work") necessary to perform the services described in **PWD's** Specifications dated September 10, 2024 and issued by Wesley Gilbert, and also in accordance with **CONSULTANT's** Proposal dated October 8, 2024. A copy of said Specifications and the **CONSULTANT's** Proposal are attached hereto as Exhibits A and B and incorporated herein by reference.

The restatement in this Agreement of any of the terms of said Specifications or Proposal shall not be deemed to waive any terms not so restated. If a disagreement is found between the

said attachments and this document, then this document shall govern; provided, however, that this document and its attachment shall be construed to be supplemental to one another to the extent possible.

**2. CONSULTANT'S PERFORMANCE.**

The **CONSULTANT** agrees that the performance of work and services under this Agreement shall conform to the normally accepted professional standards and further agrees to perform the services in an expeditious and economical manner provided that it is consistent with the best interests of the **PWD** and with normally accepted professional standards.

The **CONSULTANT** shall perform the work to the reasonable satisfaction of the **PWD's** Chris Crovo, Interim General Manager, or his authorized representative, who shall have the right of inspection at all times and whose approval and acceptance of the work shall be precedent to payments by the **PWD** under this Agreement.

**3. PERIOD OF PERFORMANCE.**

The **CONSULTANT** agrees to begin its services upon receipt of a notice to proceed issued by **PWD**. Time is of the essence in the performance of the services contemplated by this Agreement. Work shall be completed according to a schedule approved by **PWD**. Any extensions of the time for performance must be approved in writing by **PWD**.

**4. COMPENSATION.**

The **PWD** shall compensate the **CONSULTANT** for time spent in the performance of services and materials provided under this Agreement in accordance with the **CONSULTANT's** rates as set forth in Exhibit B. In no event shall the total amount paid by the **PWD** exceed the amount of Thirty-Eight Thousand, Seven Hundred, Ninety-Five Dollars (\$38,795.00) unless prior approval is obtained from **PWD**.

**5. PAYMENTS.**

Payments shall be made to the **CONSULTANT** in accordance with the following provisions:

- (a) **CONSULTANT** shall submit invoices for payment to the **PWD** on a monthly basis.
- (b) The **PWD** will approve said invoices within five (5) days of receipt, or reply in writing as to any reason for denying approval, and shall pay said invoices within twenty-five (25) days after approval.

- (c) **CONSULTANT** may stop work on the contracted services if **PWD** fails to pay any approved invoices within sixty (60) days of its submittal. **CONSULTANT** shall provide the **PWD** with ten (10) days written notice before stopping work. If **CONSULTANT** does stop work on said project due to the **PWD**'s failure to make timely payments, **PWD** shall automatically extend the completion dates for the contracted services as set forth in Section 3 of this Agreement. This provision shall not apply in the event of a dispute as to payment pursuant to paragraph (b).

## 6. PERSONNEL.

The **CONSULTANT** shall provide the personnel to provide the services required under this Agreement as provided in its Proposal.

Catherine Tuck Parrish shall serve as the Project Manager for work performed under the terms of this Agreement. The individuals utilized in the performance of work under this Agreement shall be as identified in the **CONSULTANT**'s Proposal. **PWD** reserves the right to review and approve any subcontractors or staff not identified in the Proposal, or any change in personnel assigned to perform work under the terms of this Agreement.

The **CONSULTANT** represents that it has, or will secure at its own expense, all personnel required to perform its services under this Agreement. Such personnel shall not be, nor hold themselves out to be, employees of the **PWD**. The **CONSULTANT**, consistent with its status as an independent contractor, further agrees that its personnel, including its subcontractors, will not hold themselves out as, nor claim to be, officers or employees of the **PWD**.

## 7. DOCUMENTS AND REPORTS.

**PWD** agrees to furnish or provide access to **CONSULTANT** to any information or material in its possession which is relevant to **CONSULTANT**'s performance hereunder and **PWD** staff will cooperate with **CONSULTANT**. **CONSULTANT** will not, without the **PWD**'s written consent, disclose, or permit disclosure, by any officer, employee, or agent or subcontractor of **CONSULTANT**, of any information or material furnished or generated under this Agreement.

The following shall be requirements of this Agreement:

- (a) All data collected shall be treated as confidential material and shall be disclosed only to authorized **PWD** representatives;
- (b) The **CONSULTANT** shall not disclose or permit disclosure of any information or material furnished and/or generated under this Agreement without the **PWD**'s prior written consent;

- (c) All documents, data, studies, estimates, summaries and any other work or material developed under this Agreement shall be the property of the **PWD** and shall be promptly delivered to the **PWD** upon completion of a particular service/assignment or upon the request of the **PWD**;

## **8. INDEMNIFICATION.**

To the extent allowed by law, the **CONSULTANT** shall defend, indemnify and hold harmless the **PWD**, its officers and employees, from and against all claims, damages, losses and expenses, including but not limited to costs of defense and attorneys' fees arising out of or resulting from the performance of this Agreement, provided that any such claim, damage, loss or expense (1) is attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property, including the loss of use therefrom, and (2) to the extent such claim, damage, loss or expense is caused by any negligent act or omission of the **CONSULTANT**, anyone directly or indirectly employed by it, or anyone for whose act it may be liable. Neither party shall be responsible or liable to the other for special, indirect or consequential damages.

## **9. INSURANCE.**

**CONSULTANT** shall procure and maintain at its own expense Public Liability Insurance coverage and Automobile Insurance coverage in amounts not less than Two Million Dollars (\$2,000,000) combined single limit for bodily injury, death and property damage naming the **PWD** as an additional insured and also Workers' Compensation Insurance coverage as required by law. General Liability policy shall contain a per project aggregate limit endorsement and Worker's Compensation Policy shall contain a Waiver of Subrogation endorsement in favor of Owner.

The **CONSULTANT** shall, at its own expense, carry Professional Liability Insurance for errors, omissions, and negligence, in the minimum amount of Two Million Dollars (\$2,000,000.00) per this project, or Two Million Dollars (\$2,000,000.00) per claim and aggregate.

**CONSULTANT** shall furnish the **PWD** certificates evidencing such coverage, which certificates shall guarantee thirty (30) days' notice to the **PWD** of termination of insurance from the insurance company or agent.

With respect to the Liability Insurance, the **CONSULTANT** will provide **PWD** a certificate of insurance evidencing such coverage, in this way: certificate must say either: A) "the policy has been endorsed to name the Portland Water District as an Additional Insured" and a copy of the endorsement must come to the Portland Water District with the certificate, or B) "the policy already includes an endorsement, such as the General Liability Extension Endorsement, by which the Portland Water District is automatically made an additional insured." A Certificate which

merely has a box checked under "Addl Insr," or the like, or which merely states the Portland Water District is named as an Additional Insured, will not be acceptable.

#### **10. TERMINATION**

If, through any cause, the **CONSULTANT** shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the **CONSULTANT** should violate any of the covenants, agreements, or stipulations of this Agreement, the **PWD** shall, thereupon, have the right to terminate this Agreement by giving written notice to the **CONSULTANT** of such termination and specifying the effective date thereof. In such event, all finished and unfinished documents, data, studies, estimates, summaries, drawings and such other information and materials as may have been accumulated by the **CONSULTANT** in the performance of this Agreement, shall be delivered to the **PWD**, and the **CONSULTANT** shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents.

Notwithstanding the above, the **CONSULTANT** shall not be relieved of liability to the **PWD** for damages sustained by the **PWD** by virtue of any breach of the Agreement by the **CONSULTANT** and the **PWD** may withhold any payments to the **CONSULTANT** for the purpose of setoff until such time as the exact amount of damages to the **PWD** from the **CONSULTANT** is determined.

This Agreement may be terminated by the **PWD** for convenience upon thirty (30) days written notice to the **CONSULTANT**. Within thirty (30) days of the receipt of notice of termination from the **PWD**, the **CONSULTANT** shall discontinue its services unless otherwise directed and shall deliver to the **PWD** all documents, data, studies, estimates, summaries, drawings and other information and material which have been accumulated or generated by the **CONSULTANT** in its performance of this Agreement, whether completed or in progress. In the event of such termination, the **CONSULTANT** shall be compensated for all services performed under this Agreement which were not previously compensated for up to the date of termination.

The **CONSULTANT** shall not be held responsible for modifications to its work, or work subsequently completed by others beyond the point of termination and its submittal of documents.

#### **11. NON-WAIVER.**

Except as expressly provided in this Agreement, the failure or waiver, or successive failures or waivers on the part of either party hereto, in the enforcement of any condition, covenant, or section shall not render the same invalid, nor impair the right of either party hereto, their successors or permitted assigns, to enforce the same in the event of any subsequent breach thereof.

**12. DISPUTES.**

Any disputes arising out of or in the course of this Agreement, which are not settled by mutual agreement of the parties, shall be resolved by mediation. In the event that parties are not able to mediate a settlement of the dispute, the matter may be submitted to a court of competent jurisdiction in Cumberland County, Maine.

**13. COMPLIANCE WITH APPLICABLE LAW.**

This Agreement shall be governed by and construed in accordance with the laws of the State of Maine.

The **CONSULTANT** shall comply with all applicable federal, state, and local laws, including but not limited to, laws prohibiting discrimination in employment on the basis of race, color, religion, national origin, mental or physical handicap, age, or sex, and laws pertaining to occupational health and safety.

**14. EXTENT OF AGREEMENT.**

This Agreement, with its Exhibits, is the entire and integrated agreement, and supersedes all terms and conditions of any prior agreements, negotiations or representations, written or oral, between the parties. This Agreement may not be modified except by a writing executed by the parties.

As part of this Agreement, the **CONSULTANT** represents that it has the authority to enter into and to perform its obligations under this Agreement, that the **CONSULTANT** is qualified to perform Services of the type required under this Agreement and has previously performed similar services for others.

**15. NOTIFICATION.**

All communications and notices required or permitted under this Agreement shall be in writing and shall be deemed sufficiently served if served by certified mail, addressed as follows, or to such other addresses as the parties may designate in writing from time to time:

**CONSULTANT:** Raftelis Financial Consultants, Inc.  
ATTN: Catherine Tuck Parrish  
19 Garfield Place  
Suite 500  
Cincinnati, OH 45202

**PWD:** David Kane  
Treasurer

225 Douglass Street  
P.O. Box 3553  
Portland, ME 04104-3553

with a copy to: Wesley Gilbert, Purchasing Agent

**IN WITNESS WHEREOF**, the **PORTLAND WATER DISTRICT** has caused this Agreement to be signed and sealed in its corporate name by David Kane, its Treasurer, thereunto duly authorized, and \_\_\_\_\_ has caused this Agreement to be signed and sealed by \_\_\_\_\_, its \_\_\_\_\_, thereunto duly authorized, the day and year first above written.

**WITNESS:**

**PORTLAND WATER DISTRICT**

\_\_\_\_\_

By: \_\_\_\_\_

David Kane  
Its Treasurer

**CONSULTANT**

\_\_\_\_\_

By: \_\_\_\_\_

Its

Approved as to form:

Approved:

\_\_\_\_\_  
Corporation Counsel's Office

\_\_\_\_\_  
Budget Office





**BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6H Resolution 24-016  
 Date of Meeting: December 16, 2024  
 Subject: Water Bottle Filling Station Grant Awards  
 Presented By: Michelle Clements, Director of Communications and Public Relations

**RECOMMENDATION**

The following proposed language is presented for Board of Trustee approval:

BE IT RESOLVED, that the Board of Trustees hereby awards the following Water Bottle Filling Station Grants for the installation year of 2024:

|                                      |             |             | Maximum |
|--------------------------------------|-------------|-------------|---------|
| Children’s Museum & Theatre of Maine | Portland    | Stand Alone | \$2,000 |
| Congin School – Gym                  | Westbrook   | Stand Alone | \$2,000 |
| Ketcha Outdoors                      | Scarborough | Stand Alone | \$2,000 |
| Scarborough Public Library           | Scarborough | Stand Alone | \$2,000 |
| Falmouth High School                 | Falmouth    | Retro       | \$850   |
| University of New England            | Portland    | Retro       | \$850   |

**BACKGROUND**

In 2013, the Board of Trustees authorized the development of the Water Bottle Filling Station Grant program. In 2021 the Board increased maximum funding to \$10,000, from \$7,000 annually. Water bottle filling station grants provide a maximum value of \$5,000 for outdoor units, \$2,000 for stand-alone units, and \$850 for retrofits - to entities within the service territory.

The Water Bottle Filling Fountain Grant Committee met on December 9 and selected six recipients out of forty-one applications for the Board’s consideration. Applications were reviewed and judged primarily on potential exposure, public access, and the promotion of healthy tap water. The total maximum award is \$9,700.

**FISCAL REVIEW / FUNDING**

Funding of \$10,000 is included in the public relations budget for 2025.

**LEGAL REVIEW**

Corporate Counsel has reviewed and approved the proposed motion as to form.

**CONCLUSION(S)**

The Water Bottle Filling Station Grant Sub Committee endorses the proposed motion for the full Board’s consideration.

**ATTACHMENTS**

The six applications.

## Carrie Cote

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**From:** Portland Water District via Portland Water District <PWDwebform@pwd.org>  
**Sent:** Wednesday, October 30, 2024 1:05 PM  
**To:** Carrie Cote  
**Subject:** Form submission from: Water Bottle Filling Station Grant Application

**Name:** Mariah Healy

**Company or Organization:** Children's Museum & Theatre of Maine

**Street Address:** 250 Thompson's Point Road

**City:** Portland

**State:** ME

**Zip Code:** 04102

**Phone Number:** 2078281234

**Email Address:** development@kitetails.org

**Installation Year:** 2024

**Which type of unit are you applying for?:** Stand

**Describe the location of proposed installation:** Children's Museum & Theatre of Maine, 250 Thompson's Point Road in Portland.

**Describe exposure, approximate number of people passing by the unit, current use of fountains, etc.:** The Children's Museum & Theatre of Maine (CMTM) is the most visited museum in the state and has more than 230,000 annual visitors. CMTM's visitation has been growing steadily each year, with last year's visitation at more than double the highest visitation at our previous location in downtown Portland. The current use of the water bottle filling feature of our three fountains amounts to over 15,000 water bottles saved on average per year.

**Explain your organization's need / reason for applying for a grant and interest in a bottle filling fountain:** CMTM is committed to sustainability and reducing waste. We have water fountains with a bottle-filling function on all three floors of our building and do not sell bottled water onsite. Now, with over three years of operations at our current facility, there is one water fountain in particular that is in need of replacement due to wear and tear. CMTM's interest in this grant program also stems from a financial need. Along with our visitation growth, we have seen unprecedented usage of our discount programs and access initiatives since opening our new building. In our last fiscal year, more than 50,000 people visited the Museum & Theatre using one of our free or reduced-price programs. CMTM has an extensive list of discounts, with a \$1 Museums for All admission being the most widely used discount program. If \$1 per person is too much for a family, we welcome them at no charge. In addition to discounts, year-long scholarship memberships are awarded to families who apply, which provides them free or reduced-price access to CMTM for a full year. No one is ever turned away for lack of ability to pay. Last year, CMTM subsidized more than \$522,000 in free and reduced-price admission. We are thrilled that these discount programs are removing barriers for struggling families, but this has caused an added financial strain to our budget. Support to help us keep expenses down is crucial at this juncture, while we simultaneously seek additional contributed support to help subsidize these discount programs. A grant from the Portland Water District would allow us to replace our water fountain without additional strain on our budget.

**Who is your primary audience for the unit?:** Children and families, with visitors from all 16 Maine counties, all 50 US states, and an additional 18 countries.

**Who will be installing the unit?:** Contractor

**How did you learn of the grant program?:** Other

**Does your organization agree to pay all installation, maintenance, and water costs associated with the unit?:** Yes

**Do you need to pursue additional approvals in order to install the unit?:** No

## Carrie Cote

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**From:** Portland Water District via Portland Water District <PWDwebform@pwd.org>  
**Sent:** Tuesday, September 3, 2024 11:16 AM  
**To:** Carrie Cote  
**Subject:** Form submission from: Water Bottle Filling Station Grant Application

**Name:** Marc Bisson

**Company or Organization:** Congin School - Westbrook School District

**Street Address:** 410 Bridge Street

**City:** Westbrook

**State:** ME

**Zip Code:** 04092

**Phone Number:** 2078540844

**Email Address:** bissonm@westbrookschoools.org

**Installation Year:** 2024

**Which type of unit are you applying for?:** Stand

**Describe the location of proposed installation:** Gym

**Describe exposure, approximate number of people passing by the unit, current use of fountains, etc.:** 350 Students. 60 Staff Members

**Explain your organization's need / reason for applying for a grant and interest in a bottle filling fountain:** We do not have any water filling stations in the school. It would be great to get a water bottle filler

**Who is your primary audience for the unit?:** Students and staff..

**Who will be installing the unit?:** Internal

**How did you learn of the grant program?:** Internet

**Does your organization agree to pay all installation, maintenance, and water costs associated with the unit?:** Yes

**Do you need to pursue additional approvals in order to install the unit?:** No

## Carrie Cote

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**From:** Portland Water District via Portland Water District <PWDwebform@pwd.org>  
**Sent:** Friday, September 27, 2024 12:21 PM  
**To:** Carrie Cote  
**Subject:** Form submission from: Water Bottle Filling Station Grant Application

**Name:** Liz Bell

**Company or Organization:** Ketcha Outdoors

**Street Address:** 336 Black Point Road

**City:** Scarborough

**State:** ME

**Zip Code:** 04074

**Phone Number:** 207-883-89

**Email Address:** lbell@ketchaoutdoors.org

**Installation Year:** 1964

**Which type of unit are you applying for?:** Stand

**Describe the location of proposed installation:** Ketcha Outdoors

**Describe exposure, approximate number of people passing by the unit, current use of fountains, etc.:** We serve over 833 Scarborough Families through our Summer Camp, After Care, Vacation Camp and our Farm and Forest Preschool. We currently have 1 water fountain and fill station. Our Campers sometimes wait in line 10-15 minutes (4 times a day) to fill their water bottles. Another fountain would eliminate that valuable time lost at camp.

**Explain your organization's need / reason for applying for a grant and interest in a bottle filling fountain:** Camp Ketcha is a year-round non-profit organization serving the southern Maine community with programs in youth development, family enrichment, and summer day camping. Ketcha Outdoors is committed to increasing access to children who may not have the opportunity to attend summer camp. We have events year-round, and water is needed in more than one location.

**Who is your primary audience for the unit?:** Families/Kids

**Who will be installing the unit?:** Internal

**How did you learn of the grant program?:** Other\_brochure

**Does your organization agree to pay all installation, maintenance, and water costs associated with the unit?:** Yes

**Do you need to pursue additional approvals in order to install the unit?:** No

## Carrie Cote

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**From:** Portland Water District via Portland Water District <PWDwebform@pwd.org>  
**Sent:** Wednesday, October 9, 2024 12:38 PM  
**To:** Carrie Cote  
**Subject:** Form submission from: Water Bottle Filling Station Grant Application

**Name:** Marianne Walters

**Company or Organization:** The Scarborough Public Library

**Street Address:** 48 Gorham Road

**City:** Scarborough

**State:** ME

**Zip Code:** 04074

**Phone Number:** 2073966261

**Email Address:** mwalters@scarboroughlibrary.org

**Installation Year:** 2025

**Which type of unit are you applying for?:** Stand

**Describe the location of proposed installation:** The water bottle filling station will be installed in the public area of the library to be accessible by patrons and staff.

**Describe exposure, approximate number of people passing by the unit, current use of fountains, etc.:** Scarborough Public Library receives 117,000 visitors a year. Our visitors include families, students, seniors, adults, teens and young children. The visitors are primarily Scarborough residents. The library is a public space and open to all.

**Explain your organization's need / reason for applying for a grant and interest in a bottle filling fountain:** Library patrons and staff will be grateful to have a bottle filling station. Currently, the only opportunity to refill water bottles is by using the sinks in the kitchen and bathrooms. The kitchenette is not set-up well for patrons to use. The bathrooms are busy and not a good solution for patrons staying hydrated. The \$2,000 grant will pay for the water fountain. The Friends of the Library group donated funds to cover the installation which is estimated to cost \$4,252.

**Who is your primary audience for the unit?:** The primary audience are the library patrons and staff.

**Who will be installing the unit?:** Contractor

**How did you learn of the grant program?:** Other

**Does your organization agree to pay all installation, maintenance, and water costs associated with the unit?:** Yes

**Do you need to pursue additional approvals in order to install the unit?:** No

## Carrie Cote

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**From:** Portland Water District via Portland Water District <PWDwebform@pwd.org>  
**Sent:** Friday, September 27, 2024 2:23 PM  
**To:** Carrie Cote  
**Subject:** Form submission from: Water Bottle Filling Station Grant Application

**Name:** Kimberly Blenk

**Company or Organization:** Falmouth High School

**Street Address:** 74 Woodville Rd

**City:** Falmouth

**State:** ME

**Zip Code:** 04105

**Phone Number:** 2077817429

**Email Address:** kblenk@falmouthschools.org

**Installation Year:** 2024

**Which type of unit are you applying for?:** Retro

**Describe the location of proposed installation:** On the first and second floors of Falmouth High School outside two adjoining wings outside restrooms.

**Describe exposure, approximate number of people passing by the unit, current use of fountains, etc.:** Most students (student body approximately 700) pass this location on a daily basis at least once, some pass it multiple times.

**Explain your organization's need / reason for applying for a grant and interest in a bottle filling fountain:** The current water fountains lack effective bottle filling stations. As a result, lines form with students missing class time or students opt to purchase single use plastic water bottles instead of waiting in the lines.

**Who is your primary audience for the unit?:** High school students and staff

**Who will be installing the unit?:** Internal

**How did you learn of the grant program?:** Brochure

**Does your organization agree to pay all installation, maintenance, and water costs associated with the unit?:** Yes

**Do you need to pursue additional approvals in order to install the unit?:** Yes

## Carrie Cote

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**From:** Portland Water District via Portland Water District <PWDwebform@pwd.org>  
**Sent:** Wednesday, September 25, 2024 12:47 PM  
**To:** Carrie Cote  
**Subject:** Form submission from: Water Bottle Filling Station Grant Application

**Name:** Alethea Cariddi  
**Company or Organization:** University of New England  
**Street Address:** 716 Stevens Ave  
**City:** Portland  
**State:** ME  
**Zip Code:** 04103  
**Phone Number:** 207-602-25  
**Email Address:** acariddi@une.edu  
**Installation Year:** 2025

**Which type of unit are you applying for?:** Retro

**Describe the location of proposed installation:** Lobby/reception area of 1st floor Dental Hygiene clinic in Coleman Hall on Portland Campus of University of New England

**Describe exposure, approximate number of people passing by the unit, current use of fountains, etc.:** The dental hygiene clinic on the UNE Portland Campus sees nearly 6,000 patients per year (108 patients weekly in the fall semester, 288 patients weekly in the spring semester. Throughout the year there are 81 students and 38 faculty who use the facility daily. The current water fountain is in the lobby/reception area of the clinic and everyone who uses the building walks past it regularly. The current water fountain is old and undesirable for use because it lacks a bottle-filling feature.

**Explain your organization's need / reason for applying for a grant and interest in a bottle filling fountain:** UNE removed 72 Poland Springs water bubblers from our two campuses in 2012 as a sustainability measure and to reduce reliance on bottled water, shifting the culture to support public water sources. We replaced them with rented, stand-alone water filtration units in many locations, but have had increasing issues with these that include leaks and poor maintenance. We would like to install bottle-filler fountains instead, and maintain them ourselves to gain more control over and encourage greater use of our public water. The Dental Hygiene Clinic in Coleman Hall is a great place to provide a bottle-filler fountain and monitor its adoption and use. The current fountain has not been used much recently because of its lack of a bottle-filler feature, and faculty and students use a rented filtration unit in the staff room instead. With the replacement of the aged fountain, we would also remove the filtration unit from the staff room, encouraging everyone in the building to use the PWD-provided filling station. Additionally, this will provide feedback about behavior adoption and inform expansion efforts to other areas on campus.

**Who is your primary audience for the unit?:** Patients, students, faculty, and professional staff

**Who will be installing the unit?:** Internal

**How did you learn of the grant program?:** Brochure

**Does your organization agree to pay all installation, maintenance, and water costs associated with the unit?:** Yes

**Do you need to pursue additional approvals in order to install the unit?:** No



## **BOARD OF TRUSTEES / AGENDA ITEM SUMMARY**

Agenda Item: 6I Resolution 24-017  
Date of Meeting: December 16, 2024  
Subject: Southern Maine Regional Water Council Representative  
Presented By: Chris Crovo, Interim General Manager

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The Board of Trustees must annually appoint a representative to serve on the Southern Maine Regional Water Council.

Pursuant to the Council's bylaws, the District's appointment would be confirmed by the membership at the next annual meeting, which will occur in April 2025. The period of appointment as PWD's representative will be for the period January 1, 2025 through December 31, 2025.

The following motion is proposed:

BE IT RESOLVED, that Jim Wallace is appointed as Portland Water District's representative to the Board of Directors of the Southern Maine Regional Water Council.





RESOLUTION 24-018

PORTLAND WATER DISTRICT

BOARD OF TRUSTEES

WHEREAS the 132<sup>nd</sup> Maine Legislature will consider numerous bills this session, many of which are of interest to the Portland Water District, and

WHEREAS public hearings on many bills are held before the Board of Trustees has an opportunity to take a formal position on said bills, and

WHEREAS the General Manager is responsible to the Board of Trustees for legislative affairs,

NOW THEREFORE BE IT RESOLVED that the Board of Trustees authorizes the General Manager or his designee to take positions and testify on bills during the legislative session consistent with his understanding of the Board's view on the issues, and

FURTHER BE IT RESOLVED that the General Manager shall report to the Board of Trustees at their next meeting, the positions he may have taken and the testimony he may have given.

Adopted this 16<sup>th</sup> day of December, 2024

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Attest:  
Donna Katsiaficas  
Clerk

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William M. Lunt, III  
President  
Board of Trustees