

General Manager



Portland Water District

F R O M S E B A G O L A K E T O C A S C O B A Y

Inquiries

The Portland Water District has partnered with Spano Pratt Executive Search to identify the General Manager. For a confidential conversation and to learn more about this opportunity please contact Spano Pratt Executive Search. Rose Spano Iannelli rspano@spanopratt.com

Spano Pratt Executive Search shall provide equal opportunity to all qualified candidates, and will refer candidates without regard to race, color, religion, national origin, sex, age, disability, veteran status or any other legally protected basis.

Organization

The Portland Water District serves 11 cities and towns in the Greater Portland, Maine area with a combined population of approximately 215,000 residents. Water service is provided to all 11 communities and sewer service is provided to six. For 2022, the annual operating budget is \$50.5 million and the capital expenditure plan is \$30.6 million. The District is staffed with 63 professional (non-union) positions and another 124 positions represented by the Teamsters Union. The District is governed by an 11 member Board of Trustees elected from the member communities.

The Portland Water District (PWD) is a century-old company, rich in history and experience. That tradition forms a solid foundation for delivering quality services, while forward thinking provides innovative approaches to combat emerging issues within the industry. There exists a sense of pride in the subject matter expertise and unwavering commitment amongst the staff in the delivery of the PWD mission. The average tenure of management team is approximately 20 years.

Greater Portland's public water meets or surpasses all state and federal standards for safety. Failing to meet standards is not an option. In addition to the safety standards, the District's water business is also partially regulated by the state Public Utilities Commission. In 2016, the District requested and received an exemption from the Public Utilities Commission regulation related to its water rates and standards of service. This exemption allows the District to function more efficiently and timely in setting its water rates. Failing to meet standards is not an option.

Employees are committed to providing a reliable supply of water that surpasses all health and aesthetic standards and meets the approval of our most demanding customers while exercising impeccable fiduciary responsibility. The Portland Water District has repeatedly been awarded both the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

Cultural Descriptors of Portland Water District

Intelligent	Professional	Customer Service	Collaborative
Stable	Visionary	Committed	Dedicated
Integrity	Adaptable	Quality	Family

Our Promise and Vision

Vision of the Future- With our customers' best interest in mind, we will use innovative approaches to become a trusted provider of services and a leader in our industry. Through a Commitment to our Values, we will achieve our Mission and Vision.

Customer Focus -We listen and respond to customers by providing services that our customers want.

Reliable and Valued Services - We are there when our customers need us. We provide services our customers cannot live without.

Continuous Improvement - We value every effort to continuously review processes and better employee and customer experiences.

Expertise - We appreciate individual talents and encourage our employees to expand skills and embrace lifetime learning.

Safety - We instill safe working conditions and practices.

Reasonable Rates - We provide services at the lowest rates possible without compromising quality or investment in our assets.

The Environment - We respect our environment and the need to advocate for changes that move towards sustainability and resiliency. Through land stewardship and environmental education programs, PWD staff continue the legacy of an enduring clean and protected watershed.

Openness, Respect, and Fair Treatment -We promote an atmosphere that values openness, respect, and fair treatment.

Quality of Life – We provide a working environment that values family, and we provide services that enrich our customers' lives. We are a premier employer and a respected community partner.



Position Profile

Situation: The existing General Manager for the Portland Water District has held the position for 6 years and has announced her retirement scheduled for early Fall 2022.

As a result, the trustees of PWD have formed a search committee and are currently engaged in a national search.

The General Manager will have a broad and varied professional, business and/or municipal management background with demonstrated success in leadership. The General Manager will be a good listener that continues to build upon the success of the existing leadership and will spend the necessary time to learn about the various constituencies, both municipalities and internal to the PWD, and listen to their goals.

The individual will be current in modern leadership practices, technologically adept and have well developed skills in strategic planning, people management, labor relations, regulatory affairs, government, board /trustee relations, utilities, conflict resolution, organizational analysis and consensus building. He or she will recognize the strength of the District's resources and be flexible in confronting challenges.

Requirements:

- At least ten years of progressively responsible experience in utility management or management of a similar sized service entity, with at least five of those years at a senior management or administrative level
- Exposure to union collective-bargaining process
- Strong business acumen, administration, organizational and financial skills in similar scope/size
- Technical aptitude necessary to effectively manage assets and utility infrastructure
- Experience with trustee governance, working with trustees and other elected officials
- Excellent communication skills both internally and experience as an external spokesperson
- Political aptitude and experience working with municipalities
- Political savvy – has managed competing interests and customer expectations
- Has effectively led and managed a team which includes union and nonunion representation
- Solid understanding and experience working with regulatory environment
- Strong understanding of government operations / legislative process
- Demonstrated ability to effectively manage change
- Valid driver's license and ability to travel to the Portland Water District and constituent locations as well as industry conferences

Education

Bachelor's degree in business administration, engineering, science or a related field. Master's level education preferred.

Key Traits and Attributes

- Ability to successfully translate vision to action
- Is inspirational; ability to energize others in both individual and group speaking forums.
- Ability to reflect to the organization, by example, the values of personal development and respect for others
- Demonstrates a commitment to a participatory environment, a commitment to honest and clear communication, and supports accountability for meeting commitments.
- Enthusiastically embraces innovation
- Is customer service focused, passionate about improving service and value to the communities served.
- Demonstrated ability to serve as a lead change agent; ability to successfully effect change by viewing perceived problems as opportunities.
- Strategic leader able to articulate and execute on a clear vision, is inspirational and persuasive
- Management agility; is approachable, relates effectively within all levels of the workforce
- Ability to advocate on behalf of the mission and promotes the needs of the customers
- Demonstrates integrity and presents with professionalism and a positive outlook
- Promotes best practices – is progressive and forward thinking and is a respected member of the community served
- Empathetic – leads with compassion, understands the perspective of others and is respectful of differences



Key success indicators for the incoming leader will include:

Workforce Planning: Creating an effective balance of a post COVID hybrid model of the work environment. Showcasing PWD as an employer of choice to attract and retain new talent. Establishing and regularly updating a succession plan for each function including the professional development and career mapping of the existing workforce. Negotiating mutually beneficial contract and maintaining ongoing positive relationships with the Union.

Governance: Maintain positive relationships with trustees and constituents. Have an appreciation and understanding and is able to work effectively within the cultures.

Process and Operations: Establish plans and procedures in response to the government compliance that impact both water and wastewater.

Infrastructure Evaluation and Planning: Continue to monitor and audit existing aging infrastructure and continue with the development and execution of a long term strategic action plan to fund improvements necessary to support customer needs.

Political and Regulatory: Be engaged in policy development and stay abreast of upcoming regulatory changes (PFAS, biosolid removal, Lead and Copper Rule Revisions). Ensure effective systems and protocol to ensure municipal officials are informed and educated as needed. Develop and maintain strong professional relations with regulators and customers; municipal / town managers.

External Relations: Will raise the visibility of the organization and play an active role in educating the public on the work of the District. Understand the needs and expectations of various constituents. Manage expectations while maintaining positive rapport. Effectively communicate the positive impact of PWD, and serve as the face of the organization with civic organizations. Form collaborative relationships with civic organizations to educate on role of PWD.

Fiduciary: Stewardship and prudent management of financial and human resources.

Location: Portland, Maine

This position is located at Portland Water District headquarters at 225 Douglass Street in Portland, Maine. Portland is a city in the U.S. state of Maine, set on a peninsula extending into Casco Bay. The Old Port waterfront features a working waterfront and converted warehouses with restaurants and shops. Nearby, the Western Promenade is a public park atop a bluff, offering river and mountain views. Its surrounding district, the West End, is full of Victorian-era homes, including the Victoria Mansion Museum. The Eastern Promenade offers an amazing vista and is also a large public park with a view over many islands, four of which are inhabited neighborhoods that are part of the City of Portland. Those islands are sites of forts that range from the War of 1812 to WWII. Situated on the southern coast of Maine, the Greater Portland area is a hub of arts, entertainment and dining. With a natural deep-water harbor in Casco Bay that doesn't freeze, the port of Portland is also a destination for over 50 cruise ships every year between June and November.

For more information: <http://www.maine tourism.com/maines-greater-portland-casco-bay>

