Portland Water District
From Sebago Lake to Casco Bay

WORKSHOP MEETING
BOARD OF TRUSTEES

225 Douglass Street, Portland, Maine
Jeff P. Nixon Training Center
6:30 p.m. on Monday, November 9, 2026

There will be a Workshop Meeting of the Board of Trustees of the Portland Water District on Monday, November 9, 2026. The meeting will begin at 6:30 p.m. in the Nixon Training Center at the general offices of the District located at 225 Douglass Street, Portland, Maine.

The Workshop will be preceded by meetings of the following Board Committees:

Committee	Room / Location	Time
Administration & Finance	GM Conference Room	5:30 p.m.
Operations	EOC 2nd Floor	5:30 p.m.
Planning	Nixon Training Center	5:30 p.m.

SPECIAL MEETING

Public Hearing to receive public input on the proposed average 11.2% increase in water rates effective January 1, 2027. The public can access the hearing on Zoom here:

https://us06web.zoom.us/j/82458992765?pwd=ilCXkgYNnx3Ilk1zkd3qV8s2j9mQ1o.1

AGENDA – WORKSHOP

1. Capital Improvement Plan
   Greg Pellerin, Executive Director of Asset Management and Planning, will present the proposed CIP. **Please bring your budget books and iPads to the meeting.**

2. General Manager Comments

3. Other Business

4. Executive Session
   A motion will 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 matter, and 1 M.R.S. §405 (6)(D), labor negotiations.

5. Adjourn

MEMORANDUM
PORTLAND WATER DISTRICT

TO: Administration and Finance Committee/Board of Trustees

FROM: David Kane, Executive Director of Administration
Manny Archibald, Director of Employee Services

DATE: November 3, 2026

RE: Administration and Finance Committee Meeting – November 9th, 2026

A meeting of the Administration and Finance Committee of the Portland Water District Board of Trustees will be held on Monday, November 9, 2026, at 5:30 p.m., in the General Manager Conference Room (NEW LOCATION) of the District, 225 Douglass Street, Portland, Maine.

AGENDA

1. 2027 Budget
   The administrative departments will present their respective budgets. (See 2027 Proposed Comprehensive Annual Budget Report – Operating Expenses, pages 235 through 255).

2. Non-Union Compensation Policy and Pay Band
   Staff will present an updated non-union compensation policy and pay band.

3. Other Business

ADMINISTRATION AND FINANCE COMMITTEE/AGENDA ITEM SUMMARY

Agenda Item:	1
Date of Meeting:	November 9, 2026
Subject:	Non-Union Salary Structure
Presented By:	Manny Archibald, Director of Human Resources

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, 2027.

BACKGROUND

The Board adopted the Non-Union Compensation Policy, which states that 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 in December 2025, with an effective date of January 1, 2026.

The policy has received some modifications to ensure that District practices are aligned with the policy.

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

This has not been reviewed by Outside Counsel.

CONCLUSION(S)

Staff recommends that the Board approve the proposed motion.

ATTACHMENT(S)

A. Recommended policy with modifications, including the Broadband pay structure.

POLICY NUMBER: **2.30-24**

SUBJECT: **Non-Union Compensation Policy**

EFFECTIVE DATE: **January 1, 2024**

SUPERSEDES: **15-81, 26-84, 48-87, 2.1, 99-01, 2.30-99, 2.30-22**

APPROVED BY: **Board of Trustees**

Purpose

Portland Water District (PWD or District) strives to be an employer of choice and a respected leader in the water and wastewater industry. PWD's mission is to protect public health, safety, and the environment by providing customers with reliable and affordable water services. PWD depends on its employees to meet its mission.

PWD sets high expectations for all employees because providing excellent services and professional integrity on all levels of the organization ensures that PWD realizes its mission. A continuous process improvement culture including a performance evaluation system reinforces employees' understanding of their responsibilities. In return for delivering high value services, PWD is committed to providing competitive pay using a Broad Band Compensation Structure (~~See Figure 1).~~ The structure is designed to provide competitive pay, allow for effective recruitment, ensure internal pay equity, promote high performance, and support retention.

Scope

This policy applies to all regular non-union employees.

Responsibility

The interpretation of this policy shall be the responsibility of the ~~Employee Services (ES)~~ Human Resources (HR) Department. It may be supplemented by administrative procedures issued by the ES Department and approved by the General Manager.

Policy

Pay Structure: PWD's non-union salary structure is a broad band structure. Each position is placed in a band with positions that are most similar in external market median pay. The market median pay for a position is determined by analysis of the external job market for that position. This is typically done through an independent compensation consultant with the ability and expertise to reference data on the local, regional and/or national salary market, as applicable, for each position. The minimum and maximum pay for each band is designed to have moderate overlap to allow upward mobility within each band and incentivize performance.

The minimum and maximum pay levels, also referred to as the pay range, established for each pay band will remain in effect until the next salary structure review. Generally, a review of adjustments for inflation occurs every year. A comprehensive review of external market pay for positions is typically performed every three (3) to five (5) years, depending on external market conditions. Changes to the salary structure, if any, will normally be implemented in January, and performance-related pay adjustments will be based on the structure in place as of December 31st of that year.

New and restructured positions are slotted into ~~one of the~~ the most appropriate broad band~~s~~. This process often will include soliciting recommendations from an external independent compensation consultant using current external market data.

Establishing Base Pay: Base pay for an employee is determined by comparing their qualifications to the requirements in their position job description. For newly hired employees, past experience, education, and internal equity will be taken into consideration when determining the starting salary, which will typically be below the ~~median~~ midpoint ~~for~~ of the ~~position~~ band.

Existing employees' pay is based on their time in the position, prior directly related experience, education, skills, and job performance. High performing employees with relatively more experience, education, and skills will have salaries that are higher as they move ~~up in~~ through the pay band.

The Director of Human Resources ~~Employee Services~~ working in collaboration with the applicable Senior Management Team (SMT) member approves hiring appointments in consultation with the General Manager. In most cases, new hires will be slotted between the minimum and ~~median~~ midpoint in the ~~assigned position range within the broad~~pay band. Special situations may allow for highly qualified employees to be hired at or above the ~~median pay level for their position~~midpoint of the jobs assigned pay band.

Establishing Increase Amounts/Salary Budgets: The total annual budgeted amount for non-union increases will be approved by the Board of Trustees each year during the budgeting process. Salary budget increases will reflect PWD's financial situation, inflation, external labor market trends, the internal salary structure, and general business forecasts. The General Manager determines the percentage increase for different levels of performance, based on recommendations from ~~ES~~HR and the SMT members.

Types of Pay Adjustments: Employees who meet performance expectations and the goals established in their annual performance review will receive annual increases in relation to their competencies and professional accomplishments. Employees in good standing will receive a base pay increase reflective of cost-of-living increases, as determined in the PWD annual budget. Additional increases are determined through the annual performance evaluation process and will be based on performance relative to the key job responsibilities, core competencies, and goals and objectives for the review period. Two (2) types of increases are available: base pay increases (fixed percentage added to base pay) and variable pay increases (one-time bonus). ~~Base pay increases will move employees upward in their pay band.~~ SMT members may recommend to the ~~Employee Services~~HR Director and General Manager that additional compensation be added to either an individual's base pay or given as a bonus for meritorious performance.

Base pay and market adjustments occur subsequent to performance appraisals, which are typically completed in the fourth quarter of each calendar year, and are normally effective the first pay period in January of each year. They are based on the individual's pay and salary structure in effect as of the prior December 1.

Base pay adjustments take into consideration an individual's performance as documented in the Performance Evaluation process and the maximum pay allowed for the ~~position in the broad~~ pay band in which the position is placed. Should an employee reach the maximum pay allowed in the structure and be performing well, a variable form of payment may be made in rare instances in lieu of an increase to the employee's base pay. The General Manager in collaboration with the ~~Employee Services~~ HR Director and the SMT member responsible for the employee will approve any recommended additional compensation.

Pay Adjustment Expectations: Employees who meet performance expectations and the goals established in their annual performance review should expect to receive a cost-of-living adjustment (COLA) established through the annual budgeting process. Historically, the annual COLA has averaged roughly 3% at PWD, but there have been higher and lower COLAs, depending on variable economic conditions. In addition to a COLA, higher-performing employees can receive salary

increases based on both performance and through increasing levels of education, skills, and experience. The salary of an employee relative to the ~~median salary~~midpoint of ~~their position~~the pay band has a significant impact on the level of increase attainable ~~(See Figure 1).~~ There is less opportunity for salary advancement through gaining additional education, skills, and experience as the employee progresses in their pay band, reflecting the diminishing marginal return of adding more credentials in a given ~~position~~pay band. For example, a high-performing employee with a salary lower than the ~~median salary~~midpoint of their position that adds additional education, skills, and experience may receive a higher relative pay adjustment than an employee who has a salary above the ~~median salary~~midpoint for their position that adds similar credentials. Again, there is diminishing value for additional credentials as the employees develop mastery in a position. However, there is the expectation that performance will continue to improve during the tenure in a position. Additional compensation of 0-5% based on performance and through increasing levels of education, skills, and experience is typical, but should not be expected.

New and Recently Promoted Employees: New or recently promoted employees will have a performance review after three months with PWD or after three (3) months in a new position. This review establishes the schedule for learning, growth, and contribution in the new position. A second review will be completed after six (6) months in the new position. At the six-month review, the employee will be assessed for completion of the probationary period. The new employee will receive any COLA at the end of the calendar year. The next evaluation for the employee will be in the annual appraisal cycle.

Employee Receiving a "Needs Improvement" Rating: Any employee who receives an overall rating of "Needs Improvement" will not receive an increase in pay. In addition, the needed improvement must take place during the next evaluation period~~,~~ and will require a Performance Improvement Plan to track progress. No employee may remain in the employment of PWD without successfully completing a Performance Improvement Plan after receiving an overall "Needs Improvement" rating on an annual performance evaluation.

Complaint Procedure

Employees with specific concerns regarding their compensation should discuss this matter with their SMT member. If the discussion does not lead to a satisfactory resolution, the employee may escalate the matter to the Director of Employee Services through a formal written complaint. This should include details about the compensation issue, the desired resolution, and any supporting documentation.

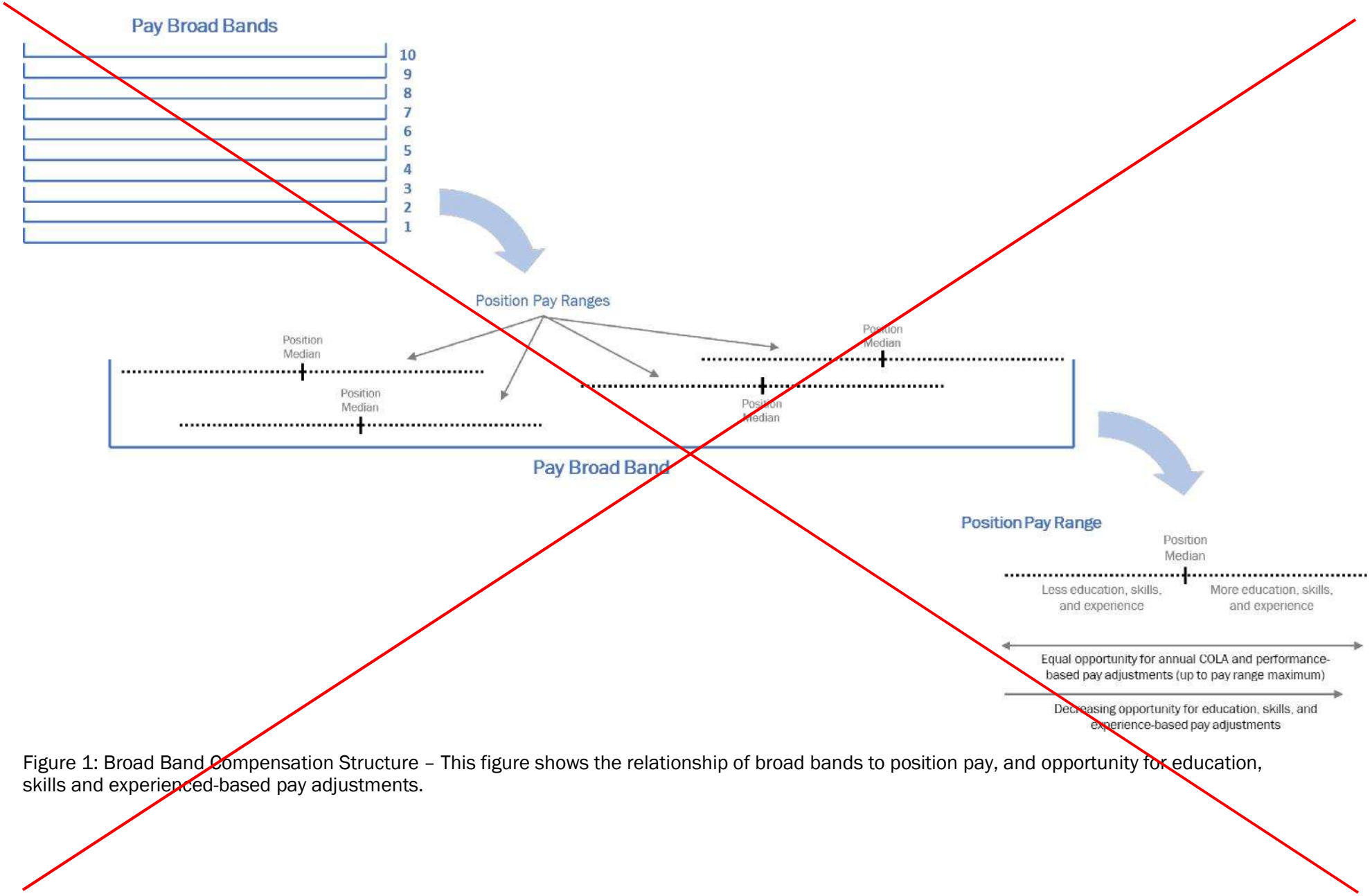

Figure 1: Broad Band Compensation Structure – This figure shows the relationship of broad bands to position pay, and opportunity for education, skills and experienced-based pay adjustments.

Board Appointed Positions		
Board Appointed Positions	$178,500 - $243,300	
	9018	General Manager
	9035	Corporation Counsel

Non Union Salary Structure Ranges				
Job Grade	JCC	Minimum	Midpoint	Maximum
7		$146,349	$171,810	$197,892
	9004	Executive Director of Administration		
	~~9035~~	~~Corporation Counsel~~		
	9005	Executive Director of Asset Management & Planning		
6	JCC	$122,234	$145,211	$167,877
	9510	Capital Plan Delivery Manager		
	9512	Engineering Technology Manager		
	9511	Engineering and Construction Delivery Manager		
	9008	Director of Financial Services		
	9010	Information Services Manager		
	9025	Communications & Public Relations Director		
	9007	Director of Human Resources		
	9011	Director of Operation Services		
	9031	Engineering and Asset Management Service Manager		
5	JCC	$95,945	$119,957	$143,969
	5019	Facilities Manager		
	9026	Senior Network Administrator (NEW)		
	~~9510~~	~~Capital Plan Delivery Manager~~		
	~~9512~~	~~Engineering Technology Manager~~		
	~~9511~~	~~Engineering and Construction Delivery Manager~~		
	~~9008~~	~~Director of Financial Services~~		
	~~9010~~	~~Information Services Manager~~		
	~~9025~~	~~Communications & Public Relations Director~~		
	9042	Wastewater Chief Operator Plant		
	9049	Asset Management Program Manager		
	9050	Wastewater Chief Operator Systems		
	9006	Customer Service Manager		
	9002	Water Chief Operator Treatment Systems		
	9014	Water Systems Manager		
	9020	Environmental Services Manager		
	9045	Senior Project Engineer		
	9047	Strategic Projects and Systems Manager		
	~~9047~~	~~Project Manager Administration~~		
4	JCC	$88,803	$110,642	$132,998
	1069	Chief of Security Operations		
	5018	Source Protection Coordinator		
	5011	Transmission Distribution Supervisor		
	~~9042~~	~~Wastewater Chief Operator Plant~~		
	~~9049~~	~~Asset Management Program Manager~~		
	~~9050~~	~~Wastewater Chief Operator Systems~~		
	5014	Right of Way Agent		

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	~~9002~~	~~Water Chief Operator Treatment Systems~~		
	9026	Network Administrator III		
	9028	Regulatory and Security Advisor		
	9030	Project Engineer		
	9038	Utility Asset Coordinator		
	9039	Utility Asset Coordinator, Water		
	9048	Wastewater Maintenance Manager for Planning/Scheduling		
	9509	Programmer Business Analyst		
	JCC	$81,455	$100,292	$118,715
	5038	Environmental Compliance Coordinator		
	~~1069~~	~~Chief of Security Operations~~		
	~~5019~~	~~Facilities Manager~~		
3	~~5018~~	~~Source Protection Coordinator~~		
	9023	Utility Specialist Supervisor		
	9044	Network Administrator II		
	9505	Business Systems Analyst, GIS Senior		
	9506	Water Quality Program Manager		
	JCC	$69,552	$85,388	$101,948
	5010	Executive Administrative and Community Engagement Specialist		
	5003	Human Resources Senior Specialist		
	5004	Safety Coordinator		
	5005	Purchasing Agent/Buyer		
	5020	Financial Analyst		
	5023	Associate Engineer		
2	5030	Customer Service Supervisor		
	5032	Scheduler/Coordinator - AMaP		
	5033	Scheduler/Coordinator - Water		
	5036	Human Resources Generalist		
	5037	Associate Engineer SCADA Services		
	9043	Asset Management Analyst		
	9503	Network Administrator I		
	JCC	$58,788	$70,277	$82,800
	5028	General Accounting Assistant		
1	~~5010~~	~~Executive Administrative and Community Engagement Specialist~~		
	5028	General Accounting Assistant - Payroll		
	9508	AutoCAD Specialist		

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Portland Water District
From Sebago Lake to Casco Bay

MEMORANDUM
PORTLAND WATER DISTRICT

TO: Operations Committee/Board of Trustees

FROM: Charlene Poulin, Director of Operations - Wastewater
James Wallace, Director of Operations - Water

DATE: November 3, 2026

RE: Operations Committee Meeting – November 9, 2026

A meeting of the Operations Committee of the Portland Water District Board of Trustees will be held on Monday, November 9, 2026, at 5:30 p.m., in the Emergency Operations Center (EOC) Room of the District, 225 Douglass Street, Portland, Maine.

AGENDA

1. 2027 Budget
   The operational departments will present their respective budgets. (See 2027 Proposed Comprehensive Budget Report, Departmental Expenses, Water Services, starting on page 156, and Wastewater Services starting on page 180).

2. Update on SLWTF Design-Build Project
   Staff will provide a brief update on the Chemical Building project.

3. Other Business

Portland Water District
From Sebago Lake to Casco Bay

MEMORANDUM
PORTLAND WATER DISTRICT

TO: Planning Committee/Board of Trustees

FROM: Greg Pellerin, Executive Director of AMAP

DATE: November 3, 2026

RE: Planning Committee Meeting – November 9th, 2026

A meeting of the Planning Committee of the Portland Water District Board of Trustees will be held on Monday, November 9th, 2026, at 5:30 p.m., in the Nixon Room of the District, 225 Douglass Street, Portland, Maine.

AGENDA

1. 2027 Budget
   The Asset Management and Planning Departments (Environmental and Engineering Services) will present their respective budgets. (See 2027 Comprehensive Budget Report -Operating Expenses, pages 199 through 234).

2. Other Business