

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

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 Rose Spano Iannelli.

Spano Pratt Executive Search
www.spanopratt.com
T: 414.283.9533
Rose Spano Iannelli, rspano@spanopratt.com

Organization

The Portland Water District supplies water to 15% of Maine's population. The Portland Water District (PWD) is a century-old company, rich in history and experience. That tradition forms a solid foundation for delivering quality products, while forward thinking provides innovative approaches to combat emerging issues within the industry. For 2015 the annual operating budget is \$39M and the capital expenditure plan is \$25M. The Portland Water District consists of 3 cities and 7 towns in the Greater Portland area supplying all 10 members plus 1 non-member town with water service and sewer service to 2 cities and 4 towns.

Greater Portland's public water meets or surpasses all state and federal standards for safety. Failing to meet standards is not an option. Due to the purity of our Surface Water supply and our watershed protection program the District has been granted a "Waver of Filtration" in regards to the Federal rule. 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.

The organization is staffed with 56 professionals (non-union positions and another 122 positions represented by the Teamsters Union). The organization is perceived by employees as stable and as providing quality employment with work life balance. There exists a sense of pride in the subject matter expertise and commitment amongst the staff in the delivery of the PWD mission. The average tenure of management team is approximately 17 years.



The future of clean water is in the hands of our children. PWD believes that education is a critical component of source protection. The goal of our environmental education programs is to establish in children life-long habits of environmental stewardship, which will translate to protection of water quality in Sebago Lake, now and for the future.

PWD provides high quality, engaging, hands-on educational experiences throughout the watershed and service areas; for children, residents, and visitors. The Portland Water District supports initiatives to promote environmental education through partnership with other natural resource protection agencies, and through support of area educators.

Position Profile

The existing General Manager for the Portland Water District has held the position for 17 years and has announced his retirement. As a result, the trustees of PWD have formed a search committee and are currently engaged in a national search.

The General Manager of the Portland Water District reports to an elected board of trustees and serves as the CEO – and is responsible for delivering on the mission to protect public health, safety, and the environment by providing our customers first-class water, wastewater, and related services. In addition, the General Manager will continue efforts to ensure the vision and commitment to these values:

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

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

Reliable and Valued Products and Services - We are there when our customers need us. We provide products and 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 work safely and provide safe products and services to our customers.

Reasonable Rates - We provide products and 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.

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 quality products and services that enrich our customers' lives. *We will become a premier employer and a respected community partner.*



Key success indicators for the incoming leader will include:

Workforce Planning: Establishing and regularly updating a succession plan including the professional development of the existing workforce. Recruit, retain and engage an effective workforce including necessary technology training and ongoing education, good union relationships and consistent communication.

Technology: Evaluation of existing computer systems and technology solutions and make recommendations to the trustees as appropriate. Successfully oversee planned technology implementation and ensure appropriate training of workforce in systems.

Process and Operations: Establish systems and procedures regarding the change to deregulation of the Portland Water District.

Infrastructure Evaluation and Planning: Audit of existing aging infrastructure and continuation of development plan to fund improvements necessary to support customer needs.

Political and Regulatory: Be current and stay abreast of upcoming regulatory changes, establish 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: 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. The operating budget is \$39M and capital expenditure plan is \$25M.



Professional Experience

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 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:

- Strong business acumen, administration, organizational and financial skills in similar scope/size
- Technical aptitude necessary to manage assets and utility infrastructure
- Experience with board 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 representation
- Solid understanding and experience working with regulatory environment
- Strong understanding of government operations / legislative process
- Demonstrated ability to effectively manage change

Key Traits and Attributes

- Strategic leader able to articulate a clear vision, is inspirational and persuasive
- Management agility; 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
- Empathetic – understands the perspective of others and is respectful of differences

Education

Bachelor Degree from accredited college, graduate degree desired

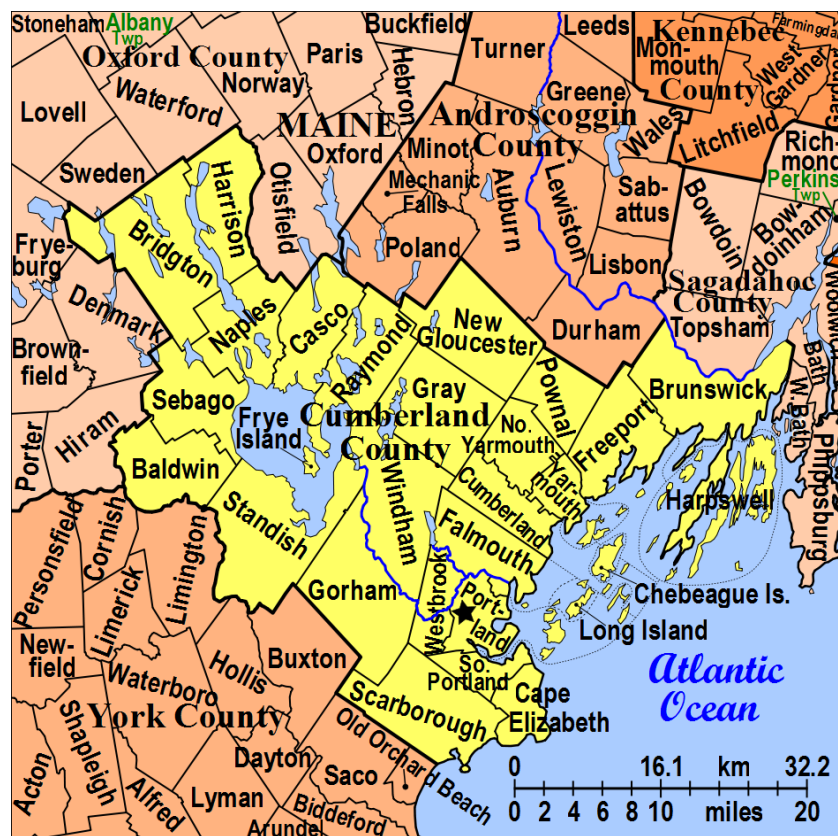


Location: Portland, Maine

Portland Water District headquarters is located 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. Portland was incorporated in 1786 from part of a larger Falmouth.

The Old Port waterfront features working fishing wharves 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.



District member communities include the cities of Portland, Westbrook, South Portland and towns of Scarborough, Cape Elizabeth, Gorham, Windham, Raymond, Falmouth, Cumberland