

**PORTLAND FISH PIER AUTHORITY  
BOARD OF DIRECTORS  
June 18, 2026, 3:15 PM**

PFPA Board Members

**Class A Directors: Groundfish Harvester or Representative**

Mary Hudson, MCFA  
Tracy Pearce, Vice President

**Class B Directors: Groundfish Buyers**

Mike Alfiero, Harbor Fish  
Vacant

**Class C Directors: Representing the seafood industry of the State of Maine**

Rob Odlin, Representing the Lobster Industry, President  
Matthew Moretti, Representing the Aquaculture Industry

**Class D Director: Representing the Public at Large**

John Arnold, Secretary

**Class E Director: Representing the City Council**

Wesley Pelletier, District 2

**Ex-Officio Members of the Board of Directors:**

Representing the Commissioner of the Maine DOT

Chris Mayo

Representing the Commissioner of Maine DMR

Meredith Mendelson

Representing the Portland City Manager

Brendan O'Connell, Finance Director, Treasurer

\*\*\*\*\*Meeting Link\*\*\*\*\*

Please click the link below to join the webinar:

<https://portlandmaine-gov.zoom.us/j/82416290924?pwd=u79wOepeLvr4S3PAg0A68XeHnUSP3a.1>

Panelists will receive their own unique link via email on the day of the meeting.

To submit written public comment on an agenda item, email [edd@portlandmaine.gov](mailto:edd@portlandmaine.gov). Submissions must be received by 12:00 pm the day before the Portland Fish Pier Authority meeting to guarantee their inclusion in the agenda packet. All submissions must include the commenter's name and legal address. To help ensure your comment is submitted for the correct item, please include the name of the agenda item (see below).

- 1. Approval of May 21, 2026 Meeting Minutes**
  - a. See attached Meeting Minutes from May 21, 2026
- 2. Financial Update - Kaela Gonzalez, Program Coordinator**
  - a. See attached Financial Update
- 3. Facilities Update - Phil DiPierro, Project Manager.**
  - a. See attached Facilities Update
- 4. Portland Fish Exchange Subcommittee Update - Chair of Subcommittee**

a. See attached PFEX Manager's Report

**5. Discussion and vote on Facilitator for Board Retreat.**

a. See attached quote from Craig Freshley

b. See attached proposal from Waterston Coaching and Consulting

**6. Discussion and possible vote on funding proposal to shore up Service Pier 1 by TEC Associates**

a. See attached proposal from TEC Associates

**7. Other items not on the agenda.**

**8. Next Regular Meeting Date: July 16, 2026**

**9. Adjournment**

**DRAFT** Meeting Minutes

PORTLAND FISH PIER AUTHORITY  
BOARD OF DIRECTORS SPECIAL MEETING  
May 21, 2026, 3:00 PM

**Remote Meeting Format on the Zoom Platform**

PFPA Board Members Present

**Class A Directors:** Groundfish Harvester or Representative

Mary Hudson

**Class B Directors:** Groundfish Buyer or Representative

Mike Alfiero, Harbor Fish

**Class C Directors:** Representing the seafood industry of the State of Maine

Matthew Morretti, Representing the Aquaculture Industry

**Class D Director:** Representing the Public

John Arnold

**Ex-Officio Members of the Board of Directors:**

Representing the Commissioner of the Maine DOT

Chris Mayo

Representing the Commissioner of Maine DMR

Meredith Mendelson

PFPA Board Members Unable to Attend

**Class A Director:** Tracy Pearce, representing groundfish harvester

**Class B Director:** One vacant position

**Class C Director:** Rob Odlin, representing the seafood industry

**Class E Director:** Wesley Pelletier, representing the City Council

**Ex-Officio Member:** Brendan O'Connell, representing the Portland City Manager

Staff Present

Philip DiPierro, Facilities Manager

Kaela Gonzalez, Program Coordinator

Heather Moretti, Waterfront Coordinator

Avery Novak, Associate Corporation Counsel

Robert Vanmeter, Exchange Manager

Public

There was one (1) member of the public present.

**1. Approval of April 16, 2026 Meeting Minutes**

Item taken up out of order.

**Motion to approve Meeting Minutes from April 16, 2026.**

Hudson, 2nd Moretti

**No Public Comment**

**Approved** 6-0

**2. Financial Update. *Kaela Gonzalez, Program Coordinator***

Gonzalez presented the Board with a brief update on the Portland Fish Pier Authority's May Financial report.

**3. Facilities Update. *Phil DiPierro, Project Manager***

Shore Power Upgrade construction is underway, with new shore power heads expected to be installed by the end of June. The contract for the fiber optics line was approved, and Phase one (dark fiber installation) is moving forward. Camera installation (Phase two) is expected to begin in July.

**4. Portland Fish Exchange Subcommittee Update. *Tracy Pearce, Subcommittee Chair***  
Exchange Manager, Robert Vanmeter, presented to the Board in Pearce's absence, highlighting the report included in the packet. A new control system has been installed, and training is ongoing. A quote is being sought to replace the oldest compressor (Compressor A) due to audible bearing noise. The small kelp season concluded with approximately 100,000 pounds landed. The University of Maine will use The Exchange for research during the tuna season, taking over SeaFresh's spot.

**5. Discussion and vote on recommendation from Portland Fish Exchange Subcommittee to move forward with solar installation project for SEA Maine Grant. *Heather Moretti, Waterfront Coordinator***

Item taken up out of order. Heather Moretti reported that the subcommittee agreed to proceed with the grant application while concurrently conducting due diligence on the final system size (full coverage vs. smaller scale) and financial modeling. Vanmeter is securing a quote for a "half the roof" option and researching how seagull droppings have affected other waterfront solar installations.

**Motion to move ahead with the SEA Maine Grant Application for Solar Panel Installation on the Portland Fish Exchange roof.**

Mayo, 2nd Mendelson

**No Public Comment**

**Approved** 6-0

**6. Discussion and vote to allow Salmon to be landed, processed and sold at the Portland Fish Exchange. *Heather Moretti, Waterfront Coordinator***

This item was taken out of order. Heather Moretti presented a proposal to allow non-competing imported salmon (e.g., from EimSkip, Iceland/Faroe Islands) to be landed and sold whole at The

Exchange as a new revenue source. Concerns were raised regarding the potential impact on local wholesalers and historical customer pushback related to whaling in the Faroe Islands. Group acknowledged this could also be complementary to the Exchange's current business.

**Motion to approve landing and selling Salmon at the Portland Fish Exchange.**

Alfiero, 2nd Mayo

Motion was withdrawn after Board discussion.

**Motion to direct the Portland Fish Exchange Manager and Waterfront Coordinator to develop a detailed proposal, including pricing and potential impacts within the Portland waterfront community, to land and sell Salmon at the Exchange.**

Moretti, 2nd Alfiero

**No Public Comment**

**Approved** 6-0

**7. Discussion on Service Pier 1 Closure and Financial Impact.** *Mike Foster, Vessel Services*

Mike Foster reported that the safety closure of Service Pier 1 has caused severe financial hardship, estimating a \$30,000 loss in revenue in the current week alone. He stated that 70% to 82% of Vessel Services' total revenue comes from Pier 1, which is the only location capable of servicing large vessels (e.g., Coast Guard cutters, large yachts) for fuel and ice. DiPierro and Heather Moretti agreed to meet next week to explore options, including obtaining a second engineering opinion on the pier's lateral loading restrictions and gathering estimates for temporary shoring up to make the pier safely usable until the grant-funded replacement (expected in a year or more). Mayo offered to facilitate an in-house cursory engineering inspection through DOT.

**8. Discussion on a Board Retreat and Goal Setting.** *Tracy Pearce*

Presented by Heather Moretti in Pearce's absence. The Board agreed to pursue an in-person, half-day retreat to discuss goals and priorities for the Portland Fish Pier Authority and align the board's efforts. Heather Moretti will identify potential facilitators for the retreat.

**9. Other item not on the agenda.**

**10. Next Regular Meeting Date: June 18, 2026**

**11. Adjournment**

The meeting was adjourned at approximately 4:11 p.m.

**Attachments included in the meeting packet:**

Draft Meeting Minutes from April 16, 2026

Portland Fish Pier Authority May Financial Update

May Facilities Update

May Portland Fish Exchange Managers Report

Maine Energy Experts Presentation on Solar Panels

Fish Pier Authority  
 FY26 Budget Status  
 As of June 11 2026

6.18.2026 PFPA  
 Item #2

	FY26 Budget	YTD	Balance	%	FY25 YTD	FY26 vs. FY25	%
<b>Revenue:</b>							
Miscellaneous	5,275	17,015	(11,740)	322.6%	4,351	12,664	291.1%
Berthing	6,888	29,694	(22,806)	431.1%	29,376	318	1.1%
Parking	518,637	537,191	(18,554)	103.6%	487,975	49,216	10.1%
Ground Rent (Leases)	243,556	221,340	22,216	90.9%	236,579	(15,239)	-6.4%
Interest Income					67,470	(67,470)	-100.0%
<b>Total Revenue</b>	<b>774,356</b>	<b>805,240</b>	<b>(30,884)</b>	<b>104.0%</b>	<b>825,751</b>	<b>(20,511)</b>	<b>-2.5%</b>
<b>Expenditures:</b>							
Admin. and Maint. Service	93,117	77,005	16,112	82.7%	94,765	(17,761)	-18.7%
Travel/Training/Meetings	1,500	0	1,500	0.0%	0	0	0.0%
Contractual Services	30,263	5,613	24,650	18.5%	3,623	1,990	54.9%
Engineering Services	26,000	9,448	16,552	36.3%	19,768	(10,320)	-52.2%
Printing/Copying	1,200	1,246	(46)	103.8%	880	366	41.6%
Equipment Repair	12,000	7,030	4,970	58.6%	4,250	2,780	65.4%
Land/Pier/Building Repair	200,000	214,525	(14,525)	107.3%	48,996	165,529	337.8%
Insurance	15,120	15,750	(630)	104.2%	15,000	750	5.0%
Supplies	13,500	6,809	6,691	50.4%	1,492	5,317	356.3%
Electricity	15,000	16,571	(1,571)	110.5%	18,013	(1,441)	-8.0%
Gas Service		9,136		#DIV/0!	1,565	7,571	483.8%
Debt Service	9,822	9,822	0	100.0%	10,273	(451)	-4.4%
Contributions		265,000	(265,000)	100.0%	488,200	(223,200)	-45.7%
<b>Total Expenditures</b>	<b>417,522</b>	<b>637,954</b>	<b>(211,297)</b>	<b>152.8%</b>	<b>706,824</b>	<b>(68,870)</b>	<b>-9.7%</b>
<b>Net Revenues Over(Under) Expenditures</b>	<b>356,834</b>	<b>167,286</b>	<b>189,548</b>		<b>118,927</b>	<b>48,359</b>	<b>40.7%</b>

To: Portland Fish Pier Authority Board  
From: Philip DiPierro, Facilities Project Manager  
Date: June 12, 2026  
RE: Facilities Update  
CC: Rob Kierstead, Director

Please find below a listing of the monthly improvements to the Portland Fish Pier by the Public Buildings and Waterfront Division:

Updates May 2026

- The Shore Power Upgrade Project is approximately 75% complete. The contractor has completed the installation of the new wiring, hangers, conduit, breakers, disconnects, and 7 new shore power stations. The (2) 100 amp shore power receptacles are backordered and still need to be installed. The project is expected to be completed by the end of July.
- At the Boards request, SGH Engineering has been contacted to review the TEC Associates condition report, and to provide a second opinion of the recommended restrictions on Service Piers 1 & 3. They have also been asked to provide options for short term repairs to support continued use.
- TEC Associates was asked to develop a temporary shoring plan for Service Pier 1. They provided a preliminary plan and estimated the cost of adding temporary splices and bearing plates to the pile supported structure to be approximately \$302,000.00.
- The fiber optics line for the security system is in the process of being scheduled for installation. A PO has been issued, but the contract is still under review with the contractor. As soon as the contract is approved, Consolidated Communications is expected to complete the work. Camera installations will follow later this year.
- Fender system maintenance is ongoing. Pile, whaler, and chalk repairs/replacements are in the process of being completed, starting with service piers 2 & 3 by Vessel Services.
- General site maintenance continues throughout the facility.

Updates April 2026

- The Shore Power Upgrade Project is under construction. The contractor continues to work on new wiring, installing disconnects, installing new hangers and running new conduit. The project appears to be on schedule is expected to be completed by the end of June.
- The fiber optics line for the security system is in the process of being approved for installation. A contract is under review with the contractor to complete the work so that a PO can be issued. As soon as a PO is issued, Consolidated Communications is expected to complete the work. Camera installations will follow later this year.
- Fender system maintenance is ongoing. City staff will continue to develop a plan, and a scope of work for completing this project. Pile, whaler, and chalk repairs/replacements will be completed starting in July at the beginning of the new budget year.
- Vessel Services was notified that Service Pier 1 is closed due to safety concerns. Signs have been posted notifying the public that vertical loads are limited and vessel berthing is no longer allowed.
- Several pot holes in the pavement throughout the site have been filled.
- General site maintenance continues throughout the facility. The City's Parks Department has started Spring grounds maintenance for the season.

#### Updates March 2026

- The Shore Power Upgrade Project is under construction. The project is expected to be completed by the end of June.
- The fiber optics line for the security system is in the process of being installed. As soon as a PO is issued, Consolidated Communications is expected to complete the work. Camera installations will follow later this year.
- Fender system maintenance is ongoing. City staff will continue to develop a plan, and a scope of work for completing this project.
- General site maintenance continues throughout the facility. The City's Parks Department has started Spring grounds maintenance for the season.

#### Updates February 2026

- The Shore Power Upgrade Project is scheduled to begin in April. Submittals are being reviewed and materials have been ordered.
- TEC Associates completed an inspection for Service Piers 1 and 3. The report has been revised and updated, and it will be used as the basis for a grant application for funding to replace the piers.
- Dredging around the Fish Pier has been completed. The Mavodones Landing floats will remain at their temporarily offsite location until they are reinstalled at the seasonal Mavodones Landing site by Sail Maine.
- The fiber optics line for the security system is in the process of being installed. As soon as a PO is issued, Consolidated Communications is expected to complete the work. Camera installations will follow later this year.
- Fender system maintenance is ongoing. City staff will continue to develop a plan, and a scope of work for completing this project.
- General site maintenance and grounds maintenance continues throughout the facility.

#### Updates November 2025 thru January 2026

- The City executed a contract with Northern Electric, Inc. for the shore power upgrade project. Materials have been ordered and work will begin when materials are received.
- TEC Associates completed an inspection and is updating the condition report for Service Piers 1 and 3.
- Dredging around the Fish Pier is scheduled for 2/18 thru 2/28. The Mavodones Landing floats and fishing boats will be temporarily relocated during the dredging.
- City staff has reviewed options for installing fiber optics at the Fish Pier site, and connecting security cameras to the City's network. The fiber optics line is in the process of being installed. Camera installations will follow later this year.
- The City of Portland Water Resources west parking lot stormwater/sewer project is scheduled to start in July of 2026, and be completed by Memorial Day of 2027. Water Resources can provide an update at the Board's request.
- Fender system maintenance is ongoing. City staff will continue to develop a plan, and a scope of work for completing this project.
- The sinkholes at Look's Lobster's site, and adjacent to the home fleet berthing area have been filled and paved.
- General site maintenance and grounds maintenance continues throughout the facility.

#### Updates October 2025

- The City received two bids for the shore power upgrade project. I am working with the City's Purchasing Department to finalize a contract so that the project can start.
- City staff has reviewed options for installing fiber optics at the Fish Pier site, and connecting security cameras to the City's network. The project will need to be funded before it can move forward.
- The City of Portland Water Resources west parking lot stormwater/sewer project is scheduled to start in July of 2026, and be completed by Memorial Day of 2027. Water Resources will provide an update during the winter, or earlier if needed.
- Fender system maintenance is ongoing. City staff will continue to develop a plan, and a scope of work for completing this project.
- New parking signage around the Fish Exchange site has been installed.
- The parking areas in front of the exchange, and the loading docks have been restriped.
- The sinkholes at Look's Lobster's site have been assessed. City staff is working with Look's to determine a schedule for completing the work. A contractor has been hired to complete the work.
- The Mavodones Landing floats have been relocated to sorting pier 1 for the winter. They will be moved back to the Maodones Landing site in the spring, for the summer and fall seasons.
- General site maintenance and grounds maintenance continues throughout the facility.

#### Updates September 2025

- The pre-bid meeting for the shore power upgrade project was held on October 15'th. Bids are due by October 29'th.
- City staff is in the process of reviewing options for installing security cameras throughout the Fish Pier complex. The IT Department is pricing options for cameras and equipment to figure out the most cost-effective way to deploy the system i.e. standalone system vs connecting to the network.
- City of Portland Water Resources west parking lot stormwater/sewer project update to follow.
- Fender system maintenance is ongoing. City staff will continue to develop a plan, and a scope of work for completing this project.
- City staff is working with the Fish Exchange to update and reinstall new parking signage around the Fish Exchange site. New signs have been made and will be installed within the next month.
- City staff is working with the Fish Exchange to re-stripe the parking areas in front of the exchange, and to re-stripe the loading docks. A striping company has been hired and work is expected to be completed the weekend of the 18'th.
- The sinkholes at Look's Lobster's site have been assessed. City staff is working with Look's to determine a schedule for completing the work.
- General site maintenance and grounds maintenance continues throughout the facility.

#### Updates August 2025

- The bid package for the shore power upgrade project has been sent to the City's Purchasing Department for review. It is currently in the queue for review. Once approved, it will be advertised for bidding.
- City staff met a second time with a vendor to look at a portion of the Fish Pier site for the installation of security cameras. A revised proposal has been received and it is currently under review by City staff.
- City staff has inspected the fender system of all the piers to assess maintenance needs. Several piles need to be either pulled and rebolted, or replaced. There are also several chocks and walers that need to be either repaired or replaced. City staff will develop a plan and scope of work for completing this project.

- City staff is working with the Fish Exchange to update and reinstall new parking signage around the Fish Exchange site. Several signs are missing and faded and need to be replaced.
- City staff is working with the Fish Exchange to re-stripe the parking areas in front of the exchange, and to re-stripe the loading docks.
- General site maintenance and grounds maintenance continues throughout the facility.

#### Updates July 2025

- A bid package for the shore power upgrade project has been sent to the City's Purchasing Department for review. Once approved, it will be advertised for bidding.
- City staff met with a vendor to look at a portion of the Fish Pier site for the installation of security cameras. A proposal has been received and it is currently under review by City staff.
- City staff has inspected the fender system of all the piers to assess maintenance needs. Several piles need to be either pulled and rebolted, or replaced. There are also several chocks and walers that need to be either repaired or replaced. City staff will develop a plan and scope of work for completing this project.
- The parking lot striping project on the west side (next to GMRI) of the Fish Pier site has been completed.
- Grounds maintenance for the season is ongoing.
- General site maintenance continues throughout the facility.

#### Updates May through June 2025

- Engineering and plans have been completed for the shore power upgrade project in the net yard and sorting pier one. The project is ready for bidding upon securing financing.
- A local contractor has been hired to complete the restriping and numbering of the parking lot on the west side (next to GMRI) of the Fish Pier site. The work is expected to take place within the next month.
- Several camels throughout the facility have been cleaned of marine growth and several camel chains and weights have been replaced due to corrosion and wear.
- Grounds maintenance for the season is ongoing.
- Ongoing maintenance continues throughout the facility.



## Portland Fish Exchange

### Management & Financial Report – June 2026

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## Groundfish Activity

### GF Landings – Auction

Period	Actual	Budgeted	Variance
May 2026	\$56K	\$50K	+ \$6K
May 2025	\$10K	\$50K	(\$40K)

### Contract Unloads – Groundfish

Period	Actual	Budgeted	Variance
May 2026	\$0	\$0	\$0

### Total GF Landings / Unloads

Period	Actual	Budgeted	Variance
May 2026	\$56K	\$50K	+ \$6K

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## Pumping Revenue

Period	Actual	Budgeted	Variance
2026 YTD	\$650K	\$1.2M	(\$480K)

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## Financial Performance

Period	Net Income	Budgeted	Variance
May 2026	(\$29,474)	(\$71,004)	\$41,530

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## Financial Notes

- \$120,000 of the \$250,000 line of credit is currently in use
  - \$50,000 in use from cash reserve
  - Accounts receivable total \$215,000, including:
    - Rent
    - Buyer fees
    - Berthing
    - Net yard usage
    - Bait and barrel storage
    - Cross-docking and warehousing
  - Current checking balance: \$46,000 (prior to upcoming expenses)
  - Monthly cash position:
    - High: \$80,000
    - Low: \$9,500
    - Average: \$75,000
- 

## View Corridor Payment

- Annual Pierce Atwood payment: \$26,620 (Invoiced each June)
  - On a fixed 5-year term through 2045, with a 9% increase after the initial term
  - Current year represents Year 1 of 5 at this rate
  - Purpose is to maintain a clear Net Yard for unobstructed views
  - Provides a valuable post-winter cash flow boost
- 

## New Internet Provider

We transitioned to a new internet provider, Fidium, resulting in just over \$200 in monthly savings and twice the internet speed.

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## May Auction Activity

- Total landed: 56,359 lbs.
    - Sold via auction: 36,066 lbs.
    - After-auction sales: 19,728 lbs.
    - Refused: 565 lbs.
  - No fish carried over to the next auction
- 

## Operations Updates

With the reopening of previously closed areas, we are seeing an increase in the number of boats landing for Exchange auctions. We are looking forward to a great season, with the hope of strong landings and continued favorable pricing for the fleet.

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## Kelp Season

- Completed a three-week kelp harvesting season
- Harvested just under 75,000 pounds of kelp
- Generated approximately \$3,000 in revenue
- Cross-docked approximately 4,000 pounds of product
- Supported 7 regional farmers through the Exchange network

Due to improved time management, along with rate increases to unloading and cross-docking operations, this marks the first season in which we achieved a break-even outcome rather than operating at a deficit. Looking ahead to next year, early projections suggest that harvest volumes could potentially triple. I will continue to work closely with our partners throughout the summer and fall and will provide updates as more information becomes available regarding next year's harvest.

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## Research Partnership – University of Maine

The University of Maine has set up at the Exchange and are waiting for the tuna season to kick off!

- Pelagic Fisheries Lab (PFL) operating onsite for tuna season
  - Focus areas:
    - Atlantic bluefin tuna biology and stock assessment
    - Age, growth, foraging, genetics, and population dynamics
  - Processes approximately 1,500–2,000 samples annually
  - Maintains the largest ABFT biological archive in the Western Atlantic
  - Contributes directly to quota and regulatory decisions
- 

## Operational Activity

- We continue working weekly with Eimskip and Hiddenfjord on salmon container operations.
  - Lobster bait storage will begin soon at the Exchange. We have approximately 250 pallet spaces available, with projected revenue of \$15K–\$20K from storage and cross-docking fees over the summer and fall.
- 

## Facility Report

- Cozy Harbor contracted a company to remove concrete previously installed for freezer container support, restoring proper drainage on Pier 3.
  - The city will be renovating our front steps and entryway, utilizing a concrete contractor to enhance safety and appearance.
- 

## Staffing Update

We have a long-time employee retiring this week after 29 years with the company. He has been a valued and dedicated team member, consistently reliable and committed to his work. We appreciate his years of service and wish him all the best. He will be greatly missed.

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## **Recruitment Update**

We are currently in the process of recruiting new team members and have been advertising open positions through our social media channels and the DMR Facebook page. To date, we have received two inquiries from interested candidates, and have one interview with a potential new hire scheduled for this week.

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## **Social media Update**

Our Social Media Intern from the University of Southern Maine, Jade DeWitt, has been with us for three weeks and is doing an excellent job. We are currently active on two social media platforms and are in the process of launching a third. Jade's efforts have focused on building and establishing our presence—introducing the auction, highlighting our operations, and showcasing the people behind our work to both customers and the broader community.

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## **Fleet Activity**

### **New / Returning Vessels**

- Luke & Grace
  - Safe Haven
  - Too Far
  - Other Woman
  - Jennifer K
  - Nicole Leigh
  - Bay Drifter
- 

## **McNeel Vessels Update**

- All but one of the McNeel vessels have been sold and are awaiting removal
  - Ben Martens indicated that a significant amount of quota, mostly hake, is tied to the remaining unsold vessel, F/V William & Lynn. He is currently putting together a plan to keep the quota in Maine.
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Kaela Gonzalez &lt;kgonzalez@portlandmaine.gov&gt;

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## Facilitation Quote

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**Craig Freshley** <craig@freshley.com>  
To: Kaela Gonzalez <kgonzalez@portlandmaine.gov>

Mon, Jun 1, 2026 at 7:59 AM

Good Morning Kaela,

I'm ahead of schedule preparing for today's meeting, so here goes.

To plan, prepare, facilitate, and prepare Highlight Notes for a 4-hour in-person meeting, my standard fee is \$2600. The fee includes a package of services **described here**. **In addition** I expect to charge \$100 for any round-trips to Portland to cover travel expenses. If you have to cancel or postpone the meeting after it's been scheduled, I expect to charge you half of the fee because I will be turning away other business to make room for this project. I will invoice shortly after I deliver the Highlight Notes of the meeting and expect to be paid right away. If I come to do additional work for you not included in this scope of work, I will expect to charge \$280/hour.

I'm happy to meet with you in person or online to discuss this. Also happy to meet with board leaders to discuss at no extra charge. I would want you all to feel really good about hiring me.

Thanks again for reaching out. Let me know if you want to take a next step.

[Quoted text hidden]



# WATERSTON

COACHING & CONSULTING

### Proposal for Facilitation Services

Portland Fish Pier Authority  
Board Retreat & Strategic Workshop  
Attendees: 10-12 Board members  
Schedule: 4 hours  
Location: TBD in person

### Goals for the Retreat

This half-day session is designed to accomplish three interconnected goals:

- Ground Board members in their roles, responsibilities, and governance best practices, ensuring a shared baseline across all members regardless of tenure.
- Connect personal values to organizational purpose through facilitated reflection exercises that help members understand what they each bring to the table, and how those values can strengthen the Authority's work and culture.
- Lift up to the strategic level, creating space for big-picture thinking that sets the stage for a refreshed set of organizational goals and/or a new strategic plan.

### Proposed Workshop Agenda

The following outline reflects a half-day session. Times shown are relative to the start of the retreat and can be adjusted in collaboration with the Waterfront Coordinator and Board.

Time / Module	Description
12:00–12:20   Welcome & Grounding	Brief welcome from Board leadership and the Waterfront Coordinator. Ground rules for the session. A short go-around: each participant shares their name, role, and one word that describes what they hope to take away from the day. Framing remarks on the significance of this moment: post-merger of the Board, new leadership, and why stepping back together matters.
12:20–1:00   Board 101: Roles, Responsibilities & Governance	An accessible, interactive overview tailored to the PFPA's structure: director categories, officer roles, committee responsibilities, and fiduciary duties. Draws on the Authority's bylaws and best practices in nonprofit governance. Emphasis on role clarity and priorities for Board members. Includes time for Q&A and real questions from members at all experience levels.
1:00–1:45   Values in Action	Facilitated individual reflection and small-group exercises connecting personal values to the PFPA's mission: stewardship of the Fish Pier as an economic anchor; support for landing, auctioning, and distributing Maine seafood; and promoting the working waterfront for current and



# WATERSTON

COACHING & CONSULTING

	future generations. Groups share themes and the full Board synthesizes a short list of shared values to guide their work together.
1:45–2:00   Break	
2:00–3:15   Strategic Horizon: Looking Ahead	A structured visioning exercise inviting the Board to step back from day-to-day operations. Grounded in the PFPA's core functions — Fish Exchange operations, pier infrastructure, tenant and lease management, fisheries advocacy, participants explore: What does a thriving Portland Fish Pier look like in 5 years? What threats or opportunities must the Board face squarely? What priorities should anchor the next strategic plan? Small-group work followed by large-group synthesis generates a preliminary set of strategic themes.
3:15–3:45   Commitments & Next Steps	Each participant shares one takeaway and one commitment. Facilitator synthesizes themes and key outputs from all three modules. Group identifies 2–3 immediate action items and confirms a pathway to a formal goal setting and/or strategic planning process.
3:45–4:00   Adjourn	Closing remarks. Optional informal conversation.

### Deliverables

Following the retreat, you will receive:

- A written summary of key themes, decisions, and outputs from each module.
- A draft values statement developed collaboratively during the workshop.
- A strategic priorities framework drawn from the visioning session, suitable for use as the foundation of a formal strategic planning process.
- Recommendations for next steps in Board development and strategic planning.

### Investment

Fees for this engagement include facilitation design, pre-retreat discovery and planning, half-day facilitation, and post-retreat written deliverables. Scope changes and additions would be agreed upon in advanced and priced separately from the fees listed below.

Service Component	Fee
Pre-retreat discovery, design & preparation	\$1,500
Half-day facilitation (on-site)	\$2,000



# WATERSTON

COACHING & CONSULTING

Post-retreat written summary & deliverables	\$1,000
<b>Total Investment</b>	<b>\$4,500</b>

### Next Steps

I would welcome the opportunity to discuss this proposal with you and answer any questions. Suggested next steps:

- Schedule a follow-up conversation to review this proposal, co-create final session agenda, and confirm goals and final scope.
- Finalize retreat date, location, and logistics.
- Execute a letter of agreement and confirm any pre-work or pre-reading to be sent to Board members in advance.

Thank you for the opportunity to support the Portland Fish Pier Authority at this important moment. I look forward to working together!

### Facilitator Capacity & Qualifications

Leo B. Waterston, MA

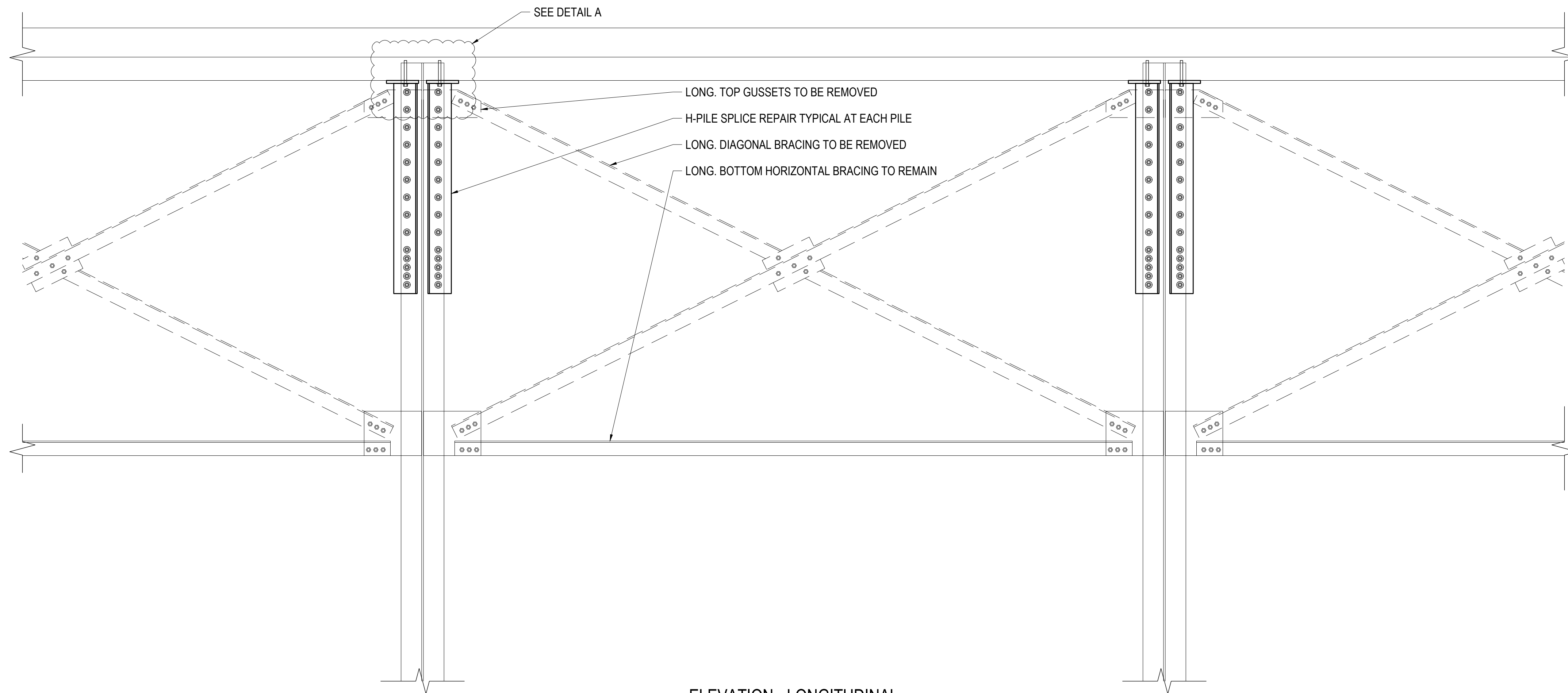
Certified Executive Coach | Workshop Facilitator | Founder & President, Waterston Coaching & Consulting LLC

- 20+ years' leadership experience spanning healthcare, public health, research, economic & workforce development, including three years directly supporting Maine's seafood industry.
- Certified Executive Coach (Center for Executive Coaching & University of Kansas) & graduate of Leadership Maine.
- Expertise in psychology (master's degree), emotional intelligence, communication, and organizational culture.
- Experienced facilitator of leadership programs and workshops for private sector, higher education, healthcare, and municipal organizations (recent sessions at Barron Center/City of Portland, Portland Regional Chamber of Commerce, and Onpoint Health Data).
- Current Board President, Maine Public Health Association, former Steering Committee Member & Communications Chair, SEAMaine

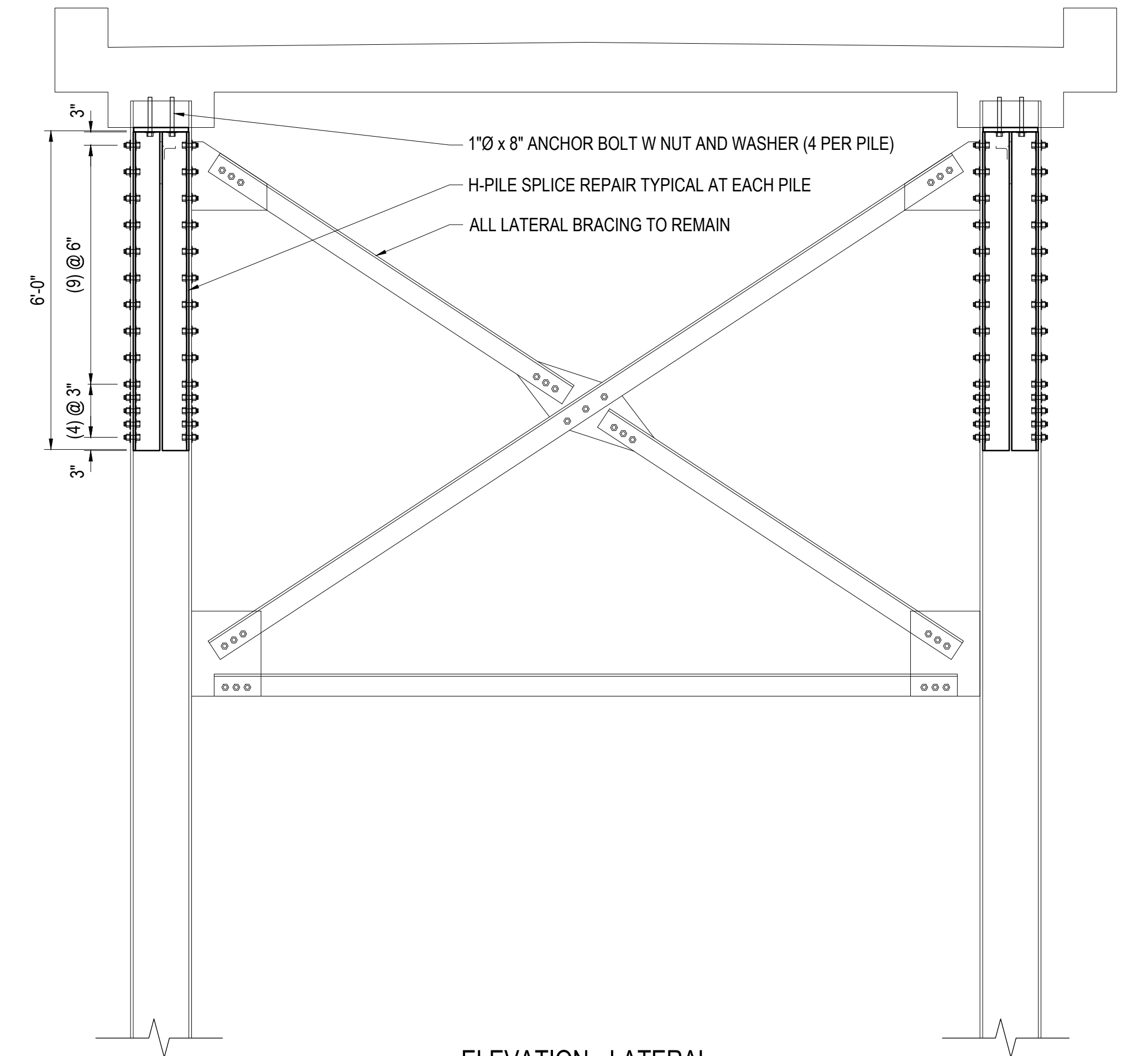
**TEC ASSOCIATES**  
 40 Mechanic Street  
 South Portland, Maine 04106  
 (207) 767-6068  
 info@tecassoc.com

**JOB** CITY OF PORTLAND FISH PIER SERVICE PIER 1 TEMP. REPAIR  
**SHEET NO.** \_\_\_\_\_ **1 OF** 1  
**CALCULATED BY** Gabe Lambert, E.I. **DATE** 5/28/2026  
**CHECKED BY** Gordon Armstrong, P.E. **DATE** 5/29/2026  
**DESIGN** H-PILE ANGLE SPLICE REPAIR

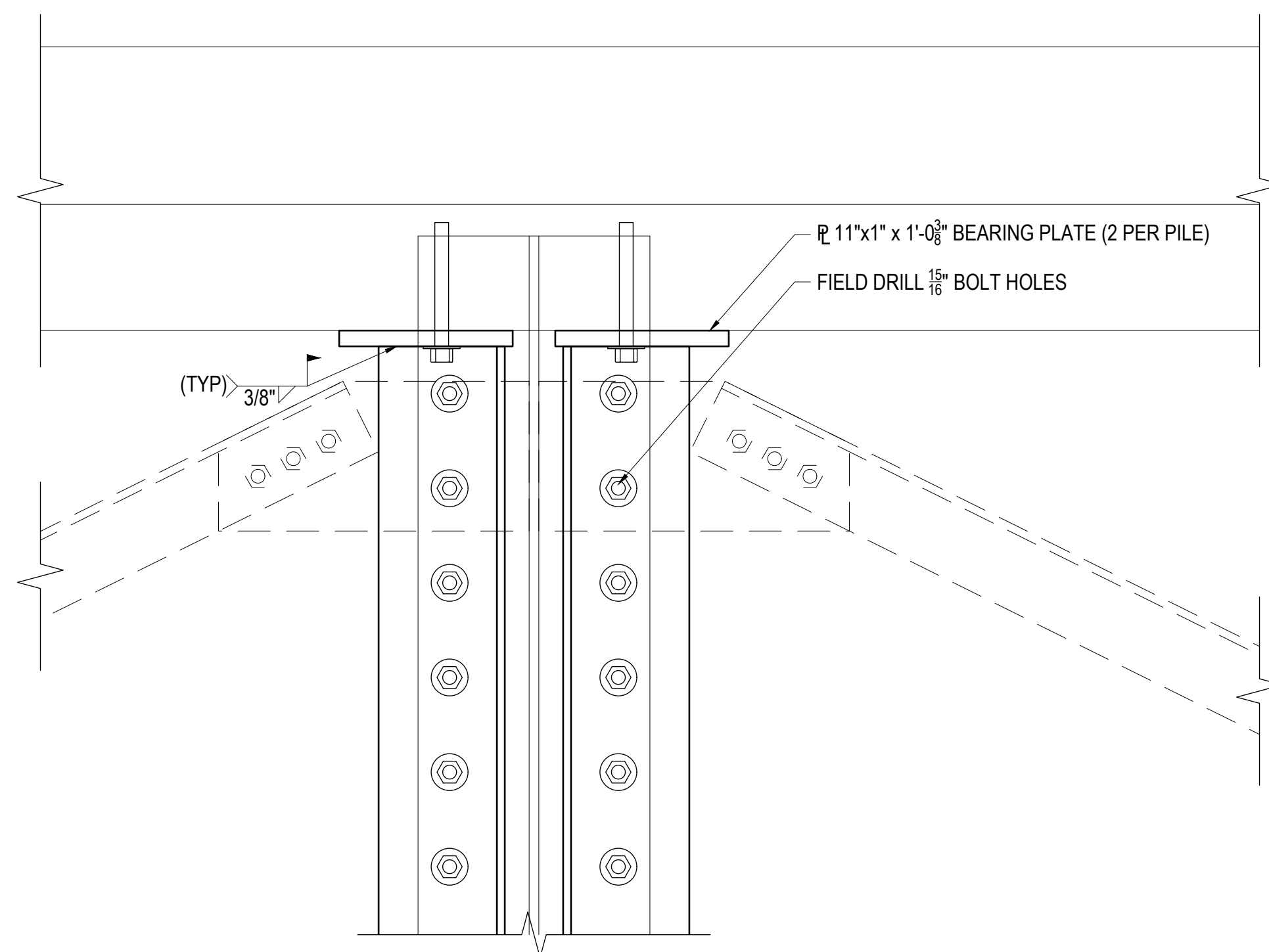
ITEM #	DESCRIPTION	UNITS	UNIT PRICE	QUANTITY	TOTAL (\$)
<b>DEMOLITION</b>					
1	Crew	day	\$ 3,000.00	5	\$ 15,000.00
2	Crane/Barge	day	\$ 3,000.00	5	\$ 15,000.00
3	Disposal	ton	\$ 500.00	3	\$ 1,500.00
	Subtotal				<b>\$ 31,500.00</b>
<b>CONSTRUCTION</b>					
4	Mobilization/Demob.	ls	\$ 50,000.00	1	\$ 50,000.00
5	Crew	day	\$ 3,000.00	20	\$ 60,000.00
6	Crane/Barge	day	\$ 3,000.00	20	\$ 60,000.00
7	Welder	day	\$ 1,200.00	6	\$ 7,200.00
8	Misc Supplies/Falsework	ls	\$ 20,000.00	1	\$ 20,000.00
	Subtotal				<b>\$ 197,200.00</b>
<b>MATERIALS (DECK)</b>					
9	L 8x6x1/2 x 6'-0"	lb	\$ 1.50	6624	\$ 9,936.00
10	PL 8x3/4 x 1'-0 1/2"	lb	\$ 1.50	510	\$ 765.00
11	7/8"x2 3/4" Field Bolt, Nut, Wash	ea	\$ 8.00	672	\$ 5,376.00
12	7/8"x8" Anchor Bolt, Grout	ea	\$ 100.00	48	\$ 4,800.00
13	Contractor Mark-Up (15%)				\$ 3,131.55
	Subtotal				<b>\$ 24,008.55</b>
14	Engineering	ls	\$ 10,000.00	1	\$ 10,000.00
	Subtotal				<b>\$ 10,000.00</b>
	Subtotal				\$ 262,708.55
	15% Contingency				\$ 39,406.28
	<b>Grand Total</b>				<b>\$ 302,114.83</b>



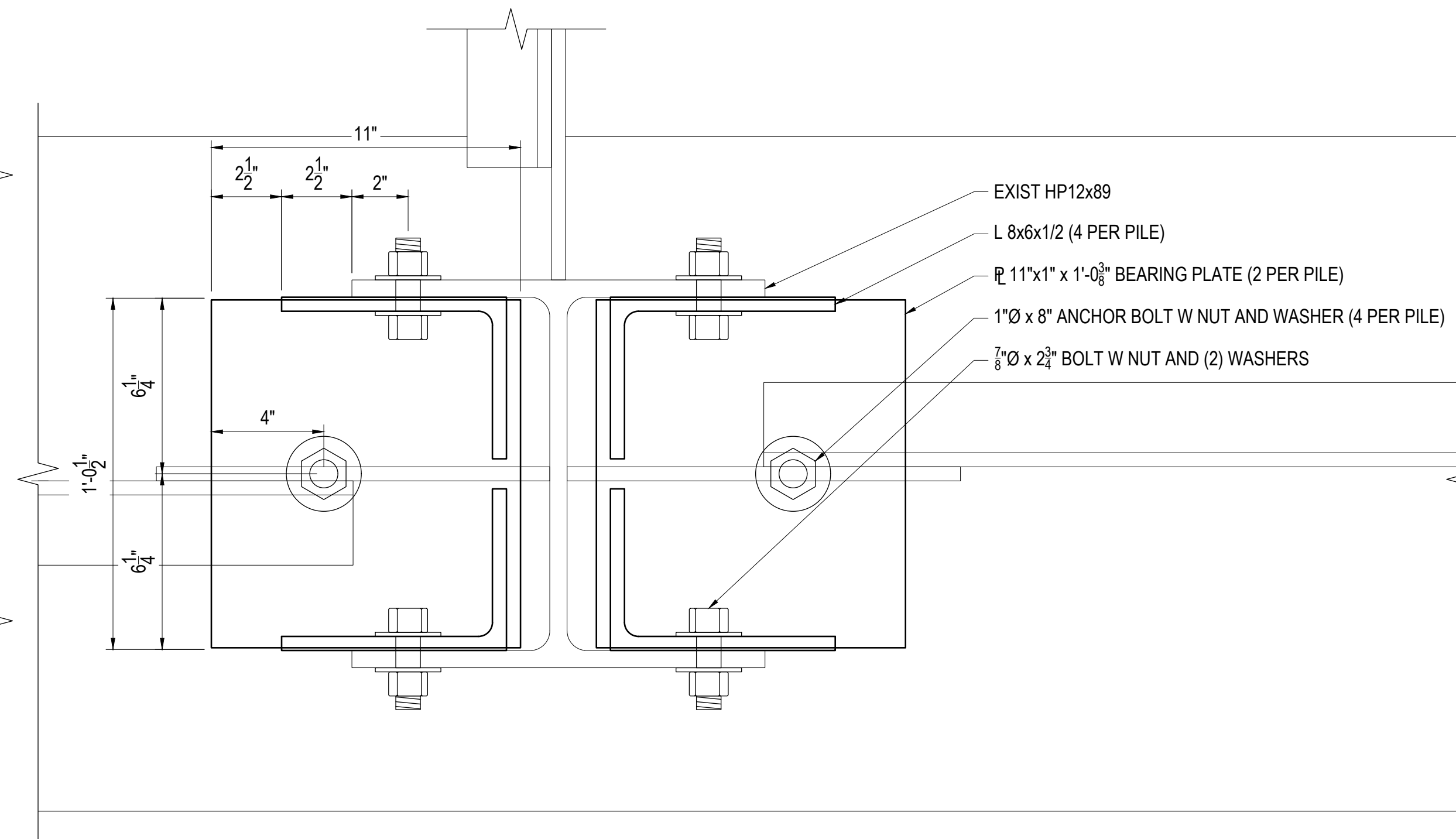
**ELEVATION - LONGITUDINAL**  
1/2" = 1'-0"



**ELEVATION - LATERAL**  
1/2" = 1'-0"



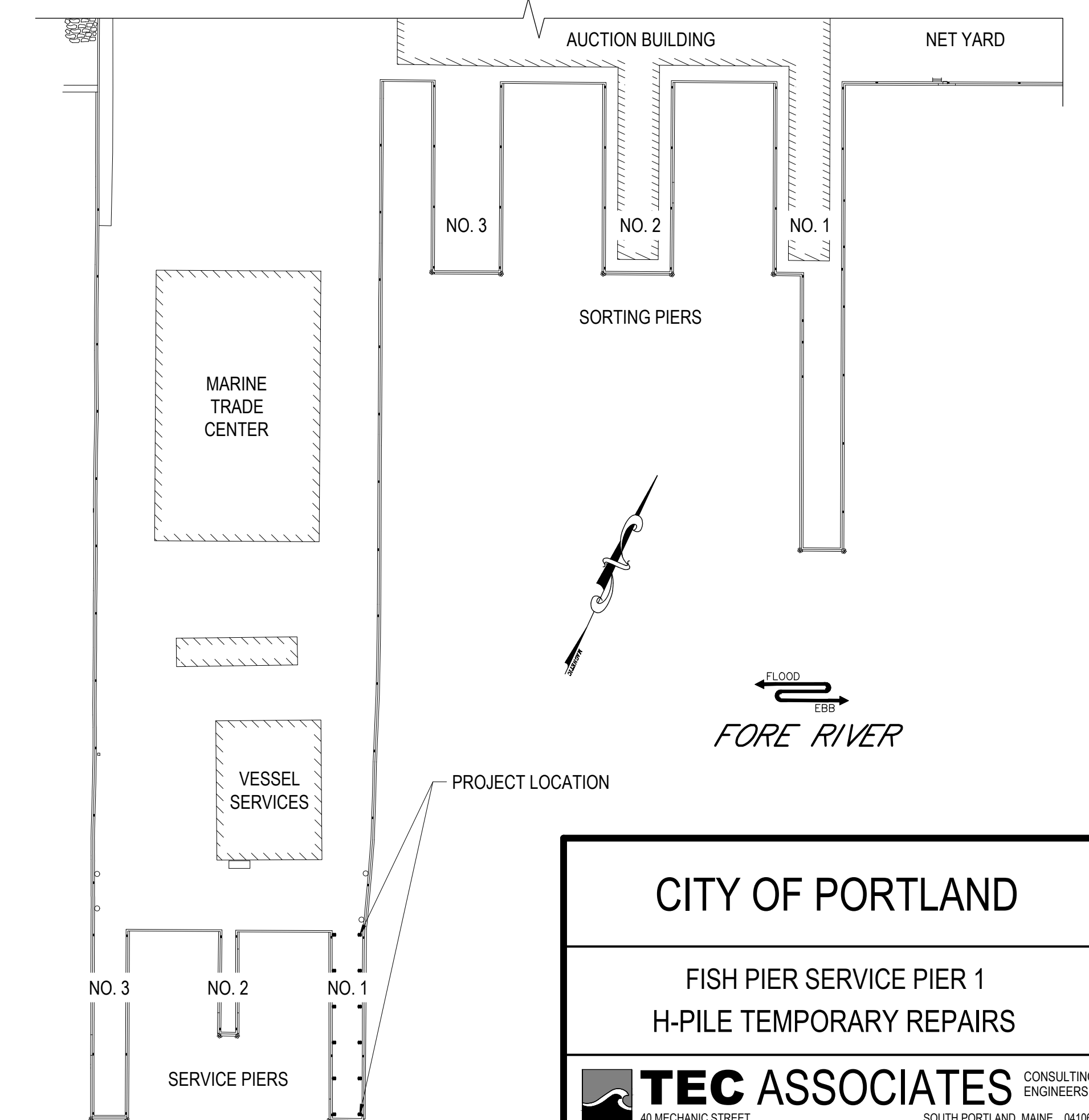
**SIDE VIEW**  
1-1/2" = 1'-0"



**TOP VIEW**  
3" = 1'-0"

**DETAIL A**

**PRELIMINARY**



**CITY OF PORTLAND**

FISH PIER SERVICE PIER 1  
H-PILE TEMPORARY REPAIRS

**TEC ASSOCIATES** CONSULTING ENGINEERS  
40 MECHANIC STREET SOUTH PORTLAND, MAINE 04106

SCALE NOTED DATE 26 MAY 2026

REVISION #	REVISION DATE	PAPER SIZE	JOB NUMBER	DRAWN BY	DESIGNED BY	DRAWING NO.
---	---	24"x36"	2501-6	G.J.L.	G.J.L.	S-101