



## 2022 GAUD BOARD OF TRUSTEES GOALS

Draft 2022 Goals were created at the October 25, 2021 GAUD Trustee and Guests 2022 Planning Workshop, for review by the Board of Trustees on December 20, 2021.

Approved by the Board of Trustees at the January 24, 2022, meeting.

### A. PROPOSED 2022 CIP GOALS:

1. Continue to implement, revise and plan capital improvement projects, monitor budgets, be proactive and keep an eye to the future. Work smarter, prioritize projects, utilize efficiencies in financing and labor. Continue proactive planning for long range water sources, CSO requirements and water, stormwater and wastewater pipe replacement.
2. Key Projects planned in Augusta (working with COA when possible): continue to work on replacement of wastewater pipe beneath Kennebec River; Begin design / engineering on Front Street; survey Green, Drew and Water Streets for 2023/24 projects.
3. Plan for the management of the Manchester route 202 water main project that covers construction as well as community relations and communications. This is dependent upon receipt of county ARPA funds (asked for \$11M).

### B. PROPOSED 2022 FINANCIAL GOALS:

1. Continue smart and proactive financial planning and management, including debt management and alternative financial funding sources such as borrowing while rates are still low.
2. Monitor and anticipate future regulatory issues that will require financial investment, especially in the area of combined sewer overflows.
3. Continue annual reviews of rates needed to support water, wastewater and stormwater expenses. Develop a plan to work towards reducing and eliminating catch basin fees as well as developing a plan to equitably manage ERUs for residential and commercial customers.
4. Continue to monitor and participate in the planned solar project in Brooks, if completed.
5. Continue to actively pursue grants at all times, including ARPA and SRF to cover infrastructure investment.
6. Support 1% pipe replacement goals with sufficient funding for the long term. Determine the staffing and funding required to achieve these goals.

### C. PROPOSED 2022 COMMUNICATIONS AND RELATIONSHIP GOALS:

1. Continue ongoing relationships and regular communications with all municipalities in the GAUD service area as well as MaineDOT and other related agencies.
2. Be proactive with customer and public communications surrounding construction projects.
3. Update the GAUD crisis communication plan and create a master plan if possible. Also be sure GAUD has methods to instantly reach affected customers/ratepayers. Research an emergency outreach system possibly in conjunction with Augusta public safety (e.g. Reverse 911 or similar).
4. Maintain ongoing communications with the existing Trunkline membership to be sure there is proactive management of this aging critical infrastructure. Continue communications efforts relating to the Manchester waterline replacement and "Caddyshack" projects.

5. Continue to work with universities to help reach infrastructure analysis and improvement goals.
6. Continue current GAUD communications outreach, including but not limited to newsletters, billing stuffers, website, social media, CCR, paid communications to effectively educate the public about the services GAUD provides, PFAS, Trunkline project, investment in infrastructure, value of clean water, District efforts to provide clean drinking water and safely handle stormwater and wastewater treatment.
7. Meet monthly between BAM and GAUD to check in on goal achievement process.

#### **D. PROPOSED 2022 HUMAN RESOURCES GOALS:**

1. Implement board approved Organizational Risk Plan.
2. Continue weekly or biweekly internal communications within departments.
3. Develop the skills and abilities of others to fill key positions (succession planning for key positions).
4. Provide opportunities for Board Members to socialize together a couple of times a year after the pandemic and at no cost to the ratepayers.

#### **E. PROPOSED 2022 CARLETON POND / FACILITY GOAL:**

1. Conduct a land valuation when a vendor can be found.
2. Continue the Carleton Pond / Facility usage workgroup. The group will continue to research use options and bring its findings to ongoing GAUD Trustee meetings with recommendations for action/next steps.
3. Add signage around the pond to aid law enforcement prohibition of unauthorized activities.

#### **F. PROPOSED 2022 HEADWIND ISSUES:**

1. Closely monitor ongoing discussions and potential PFAS concerns, arsenic levels, changes to the drinking water lead regulations and other regulatory changes.
2. Keep GAUD Trustees informed on possible changes that will cause new investment into mitigation and treatment. In 2021, new sludge and MaineDEP fees related to PFAS increased GAUD wastewater treatment costs by \$69K (4.6%)
3. Continue to scan the horizon for other possible headwinds that may affect the District.