



2023 GAUD BOARD OF TRUSTEES GOALS

Goals accepted by Trustees December 19, 2022

A. FINANCIAL MANAGEMENT GOALS:

1. Continue smart and proactive financial planning and management, including debt management and alternative financial funding sources.
2. Monitor and anticipate future regulatory issues that will require financial investment, especially in the area of combined sewer overflows.
3. Continue quarterly reviews of rates needed to support water, wastewater and stormwater expenses. Execute anticipated rate increases for drinking water and wastewater in 2023.
4. Continue to work towards reducing and eliminating catch basin fees as well as developing a plan to equitably manage ERUs for residential and commercial customers.
5. Continue to monitor area solar projects and evaluate participation if deemed feasible.
6. Continue to actively pursue grants at all times, including ARPA and SRF to cover infrastructure investment.
7. Support 1% pipe replacement goals with sufficient funding for the long term. Determine the staffing and funding required to achieve these goals.

B. 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): Install 2,000 feet of water pipe and 1,600 feet of wastewater pipe on Highland Ave; COA paving on Ballard and Cushing Streets may drive pipe replacements; continue to work on replacement of wastewater pipe beneath Kennebec River; continue design/engineering on Front Street and replace pump station; survey Green, Drew and Water Streets for 2024/25 projects.
3. Plan for design phase of the Manchester Route 202 water main project that covers extensive pipe replacement, as well as community relations and communications. This is contingent upon additional grant funding.

C. COMMUNICATIONS AND RELATIONSHIPS GOALS:

1. Continue ongoing relationships and regular communications with all municipalities in the GAUD service area, as well as Maine DOT and other related agencies.
2. Enhance communication with Maine Rural Water Association (MRWA) and Maine Water Utilities Association (MWUA) regarding relevant industry happenings.
3. Maintain proactive communication with customers and the general public about construction projects.
4. Update the GAUD crisis communication plan and create a master plan, if possible. Review methods for GAUD to instantly reach affected customers/ratepayers. Research an emergency outreach system possibly in conjunction with Augusta public safety (e.g. Reverse 911 or similar).
5. 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.

6. Continue to work with universities to help reach infrastructure analysis and improvement goals.
7. Continue current GAUD communications outreach with emphasis on relevant happenings, including but not limited to newsletters, billing inserts, website, social media, CCR, annual report and paid communications to effectively educate the public. Topics include anticipated rate increases, PFAS, GAUD services, Trunkline project, investment in infrastructure, value of clean water, District efforts to provide clean drinking water and safely handle stormwater and wastewater treatment.
8. Maintain and update current website on an ongoing basis, including measuring web and social media performance via quarterly analytics and producing additional educational videos for these platforms as needed.

D. HUMAN RESOURCES GOALS:

1. Continue to provide Professional Development opportunities for the entire GAUD staff.
2. Conduct 360 Performance review with one key management staff member.
3. Conduct internal audit of processes/procedures/systems.
4. Continue to provide the Board direction/guidance/information in an effort to be the best stewards of the communities we serve.
5. Improve communications to avoid unexpected/unplanned discussions during meetings.
6. Update 5/10 year funded plans for CIP & Maintenance of district assets.
7. Continue to develop and maintain working relationships with municipalities, regulators, contractors and community groups.
8. Continue to improve communications with all stakeholders.

F. HEADWIND ISSUES:

1. Closely monitor ongoing discussions and potential regulatory action regarding PFAS in drinking water and wastewater. Continue ongoing PFAS testing while maintaining proactive consumer education efforts. Plan for any necessary mitigation as dictated by regulatory changes, including consideration of reactivating the Carleton Pond Facility.
2. Continue to monitor arsenic levels, changes to the drinking water lead regulations and other regulatory changes.
3. Monitor ongoing policy discussions regarding Maine moving to a consumer-owned public electrical utility.
4. Continue to evaluate other possible headwinds that may affect the District.