



2021 GAUD Board of Trustees Goals
Approved at January 25, 2021 GAUD Meeting

A. Proposed 2021 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. Q1: Begin planning for the management of the Manchester route 202 water main project that covers construction as well as community relations and communications.
3. Q1: Create a long range plan for the Trunkline and review it annually to be sure it has a proactive work plan in place.
4. Q3: Develop a specific goal for the number of feet of pipe that GAUD replaces annually and a standard of drinking water pressure supplied to all customers. Determine the staffing and funding required to achieve these goals.

B. Proposed 2021 Financial 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 overflow.
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 ensure the completion of the planned solar project in Brooks.

C. Proposed 2021 Communications and Relationship Goals:

1. Continue ongoing relationships and regular communications with all municipalities in the GAUD service area as well Maine DOT and other related agencies.
2. Q1: Review the GAUD crisis communication plan and make necessary updates.
3. Q2: Create a plan to increase ongoing communications with the existing Trunkline membership to be sure there is proactive management of this aging yet critical infrastructure. Set a joint meeting with GAUD Trustees and Trunkline group in Q1.
4. Create and execute a communications plan to support the Manchester waterline replacement project.

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 and District efforts to provide clean drinking water and safely handle storm and wastewater treatment.

D. Human Resources Goals:

1. Consider how long-term planning processes (5/10-year horizon) impact human resources.
2. Improve internal communications within the team.
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 2021 Carleton Pond / Facility Goal:

1. Q1. Create a Carleton Pond / Facility usage workgroup made up of representatives from GAUD Trustees and key stakeholders. The group will meet, research use options and bring its findings to ongoing GAUD Trustee meetings with recommendations for action/next steps by Q4.

F. Proposed Headwind Goals:

1. Closely monitor ongoing PFOA/PFAS concerns; arsenic levels; and any possible DEP/EPA regulation changes.
2. Keep GAUD Trustees informed on possible changes that will cause new investment into mitigation and treatment.
3. Continue to scan the horizon for other possible headwinds that may affect the District.

2021 Goals Unanimously Approved January 25, 2021 by GAUD Board of Trustees.

Moved by Bob Corey and Seconded by Pat Paradis