

Greater Augusta Utility District Board Agenda

Monday, January 22, 2024, 6:00 PM

City Center, Augusta, Maine

1. Welcome - Knight
2. Introduce Board members
3. Introduce GAUD employees, consultants and guests
4. Agenda additions
5. Old Business
 - a. Approve meeting minutes - **Motion** - pages 8 - 9
 - b. Rate committee update - page 3
 - c. Project updates – pages 5 - 8
 - d. General Manager's report – page 8
 - e. PFAS “forever chemicals” - page 3
6. New business
 - a. Review financial statements - pages 11 -13
 - b. Review liens
 - c. Approve 2024 trustee goals - **Motion** - pages 14 - 18
 - d. Policy review
 - e. Communications update
 - f. HR update
 - g. Public comment
7. Adjourn - **Motion**

Monday, February 19, 2024	Washington's Birthday / Presidents Day	Holiday
Monday, February 26, 2024	Regular meeting (4th Monday due to holiday)	City Center
Monday, March 18, 2024	Regular meeting	City Center
Monday, April 15, 2024	Patriots' Day	Holiday
Monday, April 22, 2024	Regular meeting (4th Monday due to holiday)	City Center
Monday, May 20, 2024	Regular meeting	City Center
Monday, May 27, 2024	Memorial Day	Holiday

Attendees:

<input type="checkbox"/>	Knight – Chair	<input type="checkbox"/>	Colwell	<input type="checkbox"/>	Sawyer	<input type="checkbox"/>	Begin
<input type="checkbox"/>	Paradis – Clerk	<input type="checkbox"/>	Hebert	<input type="checkbox"/>	Warren	<input type="checkbox"/>	Payne
<input type="checkbox"/>	Corey – Treasurer	<input type="checkbox"/>	Munson	<input type="checkbox"/>	Luke	<input type="checkbox"/>	Tarbuck

A quorum consists of 4 voting Trustees.

Guests:

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Executive sessions are described in [MRS Title 1 Section 405](#). Executive sessions may only be called by a public recorded vote of 3/5 of the members, present and voting.

1. Welcome
2. Introduce Board members
3. Introduce GAUD employees, consultants and guests
4. Agenda additions
5. Old business

a. Approve meeting minutes - **Motion**

Motion: I move to accept the Board meeting minutes for December 19, 2023.			
M	2nd	For	Against

b. Rate committee updates

One item we considered recently was sliding the implementation of proposed rates from “on or about July 1st” to “on or about June 1st”. A list of dates that reflects how this would look in practice is attached and worth some discussion.

c. Project updates

Andy will provide updates regarding the District’s capital improvement projects.

d. General Manager’s report

Brian will provide updates not otherwise covered in this report.

e. PFAS “forever chemicals” discussion

We completed online forms to participate in the PFAS class action lawsuit.

The treatment pilot system for Riverside Drive wells is in place now.

One of the concerns relating to PFAS is the cost of treatment. The table below approximates the current cost of borrowing from the Drinking Water State Revolving Loan Fund in \$1M increments from \$1M to \$5M. This assumes debt repayment would be applied equally to all customers. Until we know more, we can assume a PFAS removal system will cost about \$4M. \$4M of new debt would mean about \$3.54 per month per drinking water ratepayer for 20 years.

Millions of dollars in borrowing	\$1	\$2	\$3	\$4	\$5
Annual cost to borrow \$1M for 20 years via SRF	\$61,000.00	\$122,000.00	\$183,000.00	\$244,000.00	\$305,000.00
# of drinking water ratepayers	5,750	5,750	5,750	5,750	5,750
cost per ratepayer per year	\$10.61	\$21.22	\$31.83	\$42.43	\$53.04
cost per ratepayer per month	\$0.88	\$1.77	\$2.65	\$3.54	\$4.42

Andy has applied to the state’s Drinking Water Program for funding that helps reimburse utilities for costs of removing “emerging contaminants” like PFAS. The application is for \$4M. If approved, GAUD’s funding match would be \$400,000 (10% of \$4M) to leverage the \$4M in grant funding.

6. New business

a. Review financial statements

b. Review liens

c. Approve 2024 trustee goals - **Motion** - I move to approve the 2024 trustee goals as presented to this meeting.

d. Policy review

e. Communications update

Meredith Strang-Burgess will provide a communications update.

f. HR update

Alan Burton will provide an HR update.

g. Public comment

7. Adjourn – **Motion**

Motion: I move that this body stand adjourned.			
M Sawyer	2nd	For	Against

Summary of Capital Improvement Projects

17001 - Eastside Sewer Siphon - \$4,620,412

Status: In construction.

Contracts 1 through 3 - 99% complete, working on project closeout. Pulled fiber duct bank beneath the river in early January 2024, done.

Contract 4 Water Mains West Side - The sewer main in Jackson avenue is nearly completely relocated to make room for the new water main. The water main work is likely to progress over the next few months.

Scope: Replace the failed 8" cast iron siphon new 16" HDPE pipe & 16-inch water main.

Purpose: Replace failed infrastructure, then rehabilitate the existing 20" cast iron pipe.

Budget: \$5.1 Million (Update to **\$8.4 Million** additional \$3 Million in Grant Funding)

Schedule: Construction completion anticipated Q2 2024.

19047 - Redundant River Crossing, Hospital, Kelton & State Streets, Water Main - \$2,790,442

Status: See above.

Scope: Install 6,500 feet of new 12" and 16" water main.

Purpose: Provide a hydraulic loop between the east and west sides of the river and provide a redundant supply to Hospital Street pump station via a redundant drinking water pipe beneath the Kennebec River.

22015 - Front Street Pump Station 3 Replacement - \$50,236

Status: Pending City easements. We are very close to bidding the project.

Scope: Replace an aging 1962 sewer pump station with a new flood proof submersible station.

Purpose: Station subject to flooding and failure and beyond its useful life.

Budget: \$2.1M (\$2M grant)

Schedule: Finish by Q4, 2024.

19012 - Highland Avenue Water, Sewer, Storm Upgrades and Road Reconstruction - \$1,362,743

Status: Construction, 100% complete with utility work. The road has the base layer of pavement. The contractor will winterize and finish in the spring 2024.

Scope: Replace 1,600 feet of 8" sewer, storm and 2,200 feet of 12" water main.

Purpose: Replace aging infrastructure with City of Augusta road rebuild.

Budget: \$747,500 water, \$555,360 sewer

Schedule: Planned for Q2&Q3 2023, substantial completion on October 15th, 2023

22024 - Turtle Run Water Main Replacement - \$8,370

Status: The ledge probes are complete and we are assembling the bidding documents. On target to bid in February.

Scope: Replace 900 feet of 2" & 2.25" seasonal lines with new 8" water main. Half of this is already installed from 2022.

Purpose: Replace aging infrastructure and increase reliability.

Budget: \$561,000, water

Schedule: Planned for Q2 2024

23015 - Riverside Drive PFAS/PFOA pilot study - \$72,196

Status: A PFAS pilot unit is in operation for the next several months. We applied for a \$4M grant administered through the Drinking water program to mitigate emerging contaminants at our Riverside Drive Treatment building. We will be required to match this at 10%.

Scope: Run a pilot unit to reduce hardness and forever chemicals at our Riverside Drive well field.

Purpose: All apply the piloting results to develop a design for a full scale treatment system and cost projections.

Budget: \$200,000 (all forgiveness loan money through the drinking water program) study phase. Construction phase is projected to be > \$5M.

Schedule: Planned for Q3 2023 to Q2 2024

23023 - Manchester Redundant Water Main - \$26,810

Status: In design. We will be probing for ledge the week of December 18th.

Scope: 7,500 feet of 16-inch Ductile Iron water main to serve as redundancy of our 1903 vintage 24-inch cast iron transmission main.

Purpose: Increase reliability of existing infrastructure.

Budget: Pending Timeline

Schedule: Pending Timeline.

21015 - Green & Drew Street Water Main Upgrade - \$5,955

Status: Preliminary Design, on hold as this is not a priority 2024 CIP project.

Scope: 4,300 feet of 12-inch Ductile Iron water main to replace existing 6-inch cast iron. Sewer and storm is being evaluated for upgrades and CSO separation efforts.

Purpose: Replace leak prone mains, and on our water master plan for hydraulic improvement.

Budget: Pending Timeline

Schedule: Maybe 2025.

CIP# N/A - Work Order #1559 - Lead Service Line Inventory (Water) - \$23,221

Status: Initial lead service line inventory needs to be done by October 16, 2024, we are in good shape to meet our deadline. We are trying to confirm some unknowns prior to submitting results to DWP. We have bid out our Vac Truck that was on the CIP. We budgeted \$320,000 (GAUD cash portion = \$176,000) and the low bid came in at \$420,000 (GAUD cash portion 55% = \$231,000). This is a gap of \$55,000. We are going to bid out some larger projects before we accept the bid offer.

Scope: Inventory and replace lead and leadline water services within 10 years.

Purpose: Comply with lead service line replacement and sampling.

Budget: \$1,000,000 (45% reimbursement funding from the Drinking Water Program)

CIP# 24001 - Fairview Avenue Stormwater Upgrade - \$1,228

Status: 50% Design.

Scope: 1,200 feet of storm main and 4 structures.

Purpose: Resolve backyard flooding and surface water runoff to Stone Street and separate combined catch basins currently discharging to the sewer.

Budget: \$484,000

CIP# 24003 - Hummingbird Lane - \$0

Status: Preliminary design.

Scope: Pipe burst 1,700 feet of aging 6" cast iron water main with new 4-inch HDPE.

Purpose: Replacement of leak prone water mains.

Budget: \$467,500

General Manager's Report

I visited **CATC** on January 18th for their open house. That's an amazing opportunity for the kids and I'm trying to forge relationships that will make the graduates know about potential careers with us.

I'll be at the **New England Water Environment Association** conference on January 23rd and 24th which is why I won't be there in person for our January 22 meeting. I'll try to get in remotely from Amtrak; we'll see how that goes.

We are hiring a **new generator maintenance contractor** thanks to Ken's network of contacts. You'll recall that we had some issues with some of our generators on December 19th so we're looking forward to working with a new tech to get those issues remedied.

We had an **after action review** of our response to the flood and power outages from December. Most of our issues had to do with failed generators which is the impetus for increasing our focus on those systems. The flooding did not result in significant damage but we look forward to replacing our Front Street sewer pump station in 2024 so we'll have one less station to worry about when the Kennebec overflows its banks.

On January 15th there was an article concerning both PFAS and GAUD in an online magazine called "[Undark](#)". It was pretty interesting and balanced.

Andy, Rick Anair and I attended a **Legislative Breakfast** on Tuesday, January 16th. This was hosted by the Maine Water Utilities Association and the Maine Water Environment Association. It was a good opportunity to explain the mysteries of water and wastewater utility operations to our elected officials and meet some new people.

Many of my coworkers have approached me to be sure to **thank the Board** for the increase in wages. I believe this will help retain the folks we have and help us attract new workers.

A reminder that the Kenney Awards are on **Friday, January 26th**. We have a few seats left at the table we've reserved.

Monday, December 19, 2023

Greater Augusta Utility District Board Minutes

Location: 12 Williams Street shop (City of Augusta closed due to wind / Kennebec River flood event)

Trustees present: Ken Knight, Charlotte Warren, Bradley Sawyer, Bob Corey, Keith Luke, Kirsten Hebert, Cecil Munson, Pat Paradis

Absent: Cary Colwell,

Attendees: Brian Tarbuck, Andy Begin, Mike Payne

Remote: Alan Burton, Meredith Strang-Burgess

Guests: none

At 18:00 Knight called the regular board meeting to order.

At 18:01

Motion: I move to accept the Board meeting minutes for November 27, 2023.

M Corey	2nd Warren	For Unanimous	Against None
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At 18:01 Knight asked if there were any questions or comments regarding the financial statements provided to the Board. There were no questions or comments.

At 18:02

Motion: I move to waive automatic foreclosure at 131 Winthrop Street, Hallowell.

M Corey	2nd Hebert	For Unanimous	Against
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At 18:02 Sawyer arrived.

At 18:02

Motion: I move that we certify and approve the schedule of rates for water service, sewer and stormwater service and fire protection service, which has been presented to this meeting and recorded with the minutes, for the 2024 calendar year, and continuing until such time as the schedule of rates is modified by vote of the Trustees, and I further move that the Assistant Treasurer, in addition to the Treasurer, be authorized and directed to apply the schedule of rates, along with all fees and charges otherwise authorized by the District or by State statute, to all persons, entities and property receiving services from the District, and to thereafter collect the sums due from said persons and entities and to take all appropriate action related to the collection of said sums, including the preparation and filing of notices and liens and allowed by the District's Charter and State law.

M Corey	2nd Hebert	For Unanimous	Against
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At 18:03 Munson arrived.

At 18:04 the Board discussed the proposed budgets for 2024. Payne noted that the budget includes 10% wage increases for all employees.

At 18:05 Paradis arrived.

At 18:05 Warren asked if the budgets presented would require rate increases to fund. Tarbuck said they would require higher rates which are proposed at 30% sewer, 30% drinking water and 0% stormwater.

Warren noted that she was uncomfortable with voting on the budgets because the meeting wasn't as public as it would have been had we been able to use the Council Chambers that we normally meet in. Knight noted that though this was a budget vote, it wasn't a vote on the rates. Knight noted that this meeting was also being recorded and would be posted online along with the other recorded meetings.

Luke noted that he understood Warren's concerns that the actions on the budget today meant that the Board would need to raise rates later to fund it.

At 18:17

Motion: I move to approve the operations and maintenance budgets as presented to this meeting for drinking water, sewer and stormwater for 2024.

M Corey	2nd Paradis	For Six	Against One
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As part of the discussion of the motion relating to the O&M budget, Sawyer asked whether or not the 10% increase for employees was needed to retain upper level employees or to attract entry level employees? Tarbuck noted that the biggest issue was hiring entry level employees but increasing pay on the low end and not the higher end sets up a discrepancy that could make higher paid individuals look to another employer for higher wages.

At 18:21

Motion: I move to approve the capital improvements budgets as presented to this meeting for drinking water, sewer and stormwater for 2024.

M Corey	2nd Paradis	For Six	Against One
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As part of the discussion relating to the CIP budget, Munson asked whether or not there was any flexibility in the CIP budget. Tarbuck responded that the budget is flexible and management will work to keep within the budget.

At 18:21 Tarbuck discussed Policy 18 which lays out how sewer and stormwater allocations are made. Tarbuck stated that he brought an older policy for the Board at the last meeting. In fact, the Board had approved and management had been following since 2018 a policy which laid out percentages.

At 18:25 Tyler Cadorette from Burgess Advertising

At 18:32 Alan Burton discussed HR recruitment efforts. An offer was made to a GIS manager. The Board has addressed the concerns we had with wages which will help with recruitment.

At 18:33:

Motion: I move to enter Executive Session to discuss the General Manager's employment contract and performance pursuant to MRS Title 1 § 405 6 A.

M Sawyer	2nd Corey	For Unanimous	Against
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The meeting was adjourned at the conclusion of the executive session.

Chapter 6104 PUC drinking water ratemaking date summary			Link to 6104 rules
Date	Task	Timeline	Regulatory summary
Monday, January 22, 2024	January Board meeting		
Monday, February 26, 2024	February Board meeting		vote to determine rates for public consideration
Friday, March 15, 2024	Bill inserts to customers	<i>optional</i>	<i>no regulatory requirement to do this</i>
Monday, March 18, 2024	March Board meeting		
Friday, March 22, 2024	Publish supporting materials / file with PUC and PA	hearing date - 30 days	at least 30 days before public hearing
Monday, April 1, 2024	Mail notice of public hearing	<i>hearing date - 21 days</i>	must be in mailboxes 14 days before public hearing (see below)
Monday, April 8, 2024	Publish notice of public hearing	hearing date - 14 days	at least 14 days before public hearing: newspaper notice; customer notice (<i>mail about one week before this date to ensure 14 day deadline is met</i>) send copy to MPUC and PA (email) <i>website / Facebook etc (optional)</i>
Monday, April 22, 2024	April Board meeting	This drives all other dates	Public hearing
Thursday, May 2, 2024	Soonest date to file rates w/ MPUC	hearing date + 10 days	at least 10 days after but no more than 30 days after public hearing
Monday, May 20, 2024	May Board meeting		vote to approve final rates with MPUC
Wednesday, May 22, 2024	30 day petition period ends / rates must be filed with PUC no later than today	hearing date + 30 days	at least 10 days after but no more than 30 days after public hearing
Saturday, June 1, 2024	Earliest effective date of rates	filing date + 30 days	at least one month after rates filed with PUC
Sunday, February 16, 2025	Latest effective date of rates	filing date + 270 days	not more than 9 mos after rates filed with PUC
When will the rates go into effect? On or about June 1st.			
When will customers see the rates in their bills? Customers will see the effect of the rate changes in their August 9, 2024 bill.			
When will the new rates impact water consumption? Water use after June 20, 2024 will be billed at the new rates.			
When will flat rates and other fixed charges go into effect? July 1, 2024			

GREATER AUGUSTA UTILITY DISTRICT
Financial Highlights for December 2023 (DRAFT)

Water Division

Income Statement: Water revenue for the month ending December 31, 2023 totaled \$6.2M which is **25% over budget** and approximately **\$1.6M above** the same period last year. Expenses for the same period totaled \$3.7M which is **10% under budget** and approximately **\$2K under** the same period last year.

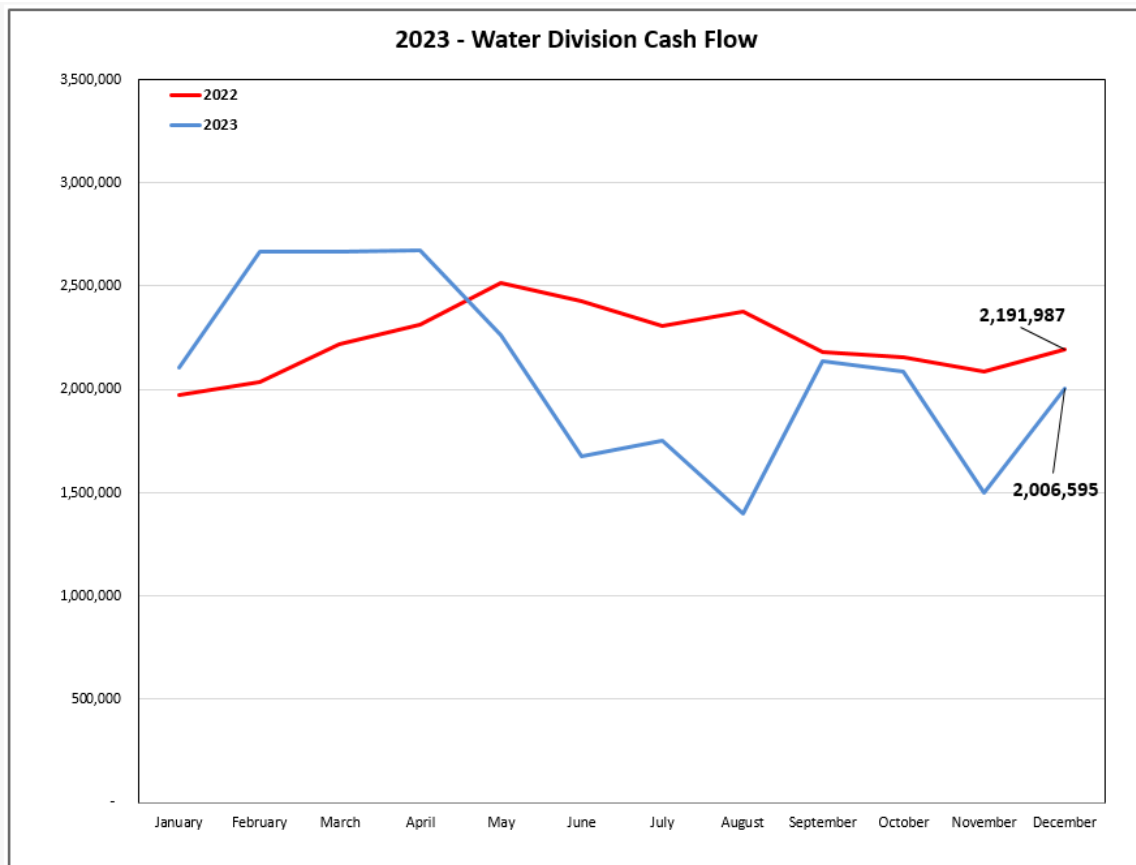
Water Revenue

	Budget	Actual YTD	% used
Metered	3,056,057	2,901,954	95%
Fire Protection	1,651,845	1,710,093	104%
Investment income	285	33,812	11864%
Other Income/Grants	255,475	1,535,758	601%
Sum:	4,963,662	6,181,616	125%

Water Expenses

	Budget	Actual YTD	% used
Labor and fringe	2,013,695	1,590,092	79%
Power	189,185	236,346	125%
Supplies	392,530	337,669	86%
Debt interest	96,074	96,327	100%
Depreciation	938,347	983,389	105%
Other	524,976	495,258	94%
	4,154,807	3,739,081	90%
Revenue - expense	808,855	2,442,536	

Cash Flow: Cash at the beginning of December was \$1.5M. Revenue of \$765K was collected. O&M expenses were \$222K and CIP expenses were \$59K in December. Cash at the end of December was \$2.0M.



GREATER AUGUSTA UTILITY DISTRICT
Financial Highlights for December 2023 (DRAFT)

Sewer Division

Income Statement: Sewer revenue for the month ending December 31, 2023 totaled \$5.8M which is **18% over budget** and approximately **\$1.5M above** the same period last year. Expenses for the same period totaled \$4.8M which is **4% under budget** and approximately **\$266K above** the same period last year.

Sewer Revenue

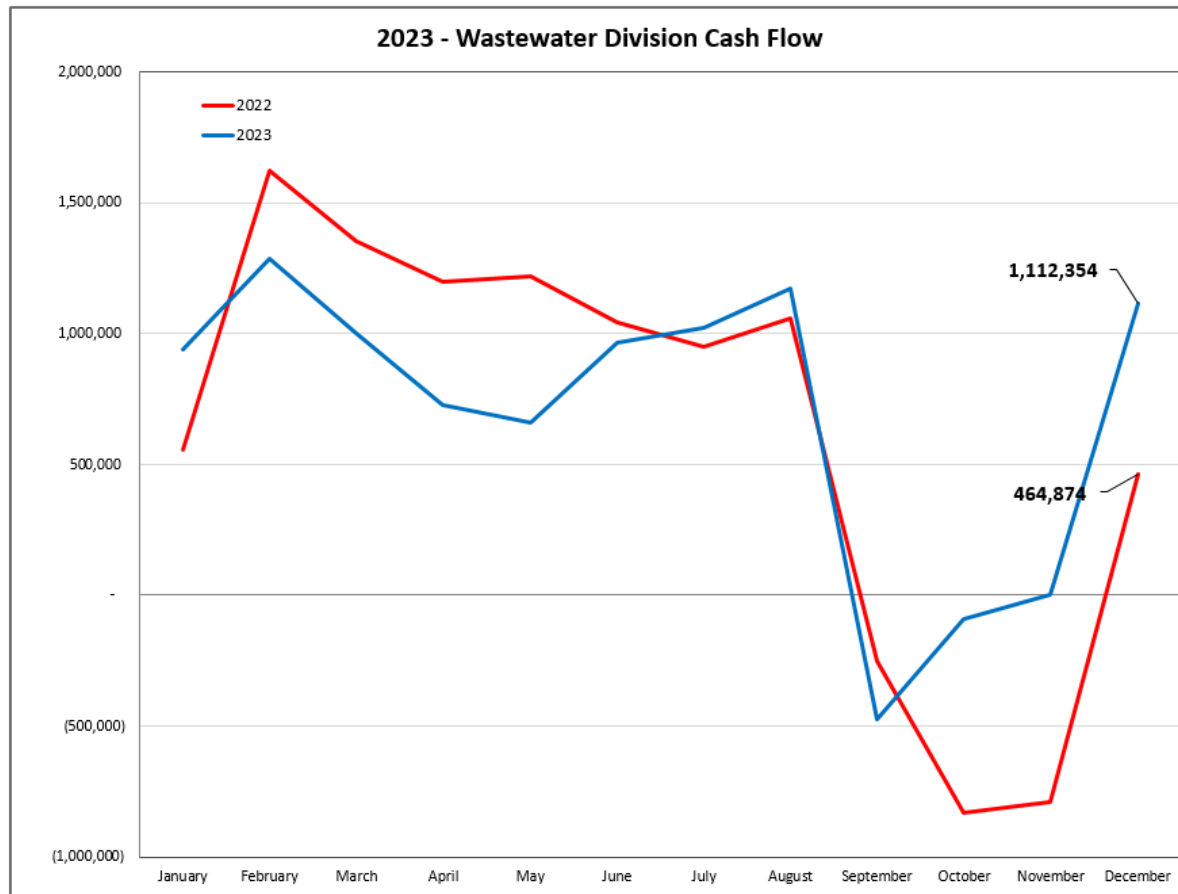
	Budget	Actual YTD	% used
Flat rate	15,930	18,203	114%
Metered	3,587,259	3,679,364	103%
Trunkline	871,489	996,757	114%
Investment income	285	33,776	11851%
Other Income/Grants	475,771	1,120,328	235%
Sum:	4,950,734	5,848,429	118%

Sewer Expenses

	Budget	Actual YTD	% used
Labor and fringe	1,685,695	1,460,811	87%
Power	277,183	319,411	115%
Supplies	362,823	316,800	87%
Debt interest	272,777	251,464	92%
Depreciation	1,486,628	1,424,987	96%
Other	937,185	1,072,481	114%
	5,022,291	4,845,954	96%

Revenue - expense	(71,557)	1,002,475
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Cash Flow: Cash at the beginning of December was \$4K. Revenue of \$555K was collected. O&M expenses totaled \$212K and CIP expenses were (\$742K). Cash at the end of December was \$1.1M.



GREATER AUGUSTA UTILITY DISTRICT

Financial Highlights for December 2023 (DRAFT)

Storm Division

Income Statement: Storm revenue for the month ending December 31, 2023 totaled \$4.6M which is **14% over budget** and approximately **\$570K above** the same period last year. Expenses for the same period totaled \$2.8M which is **11% under budget** and approximately **\$36K under** the same period last year.

Storm Revenue

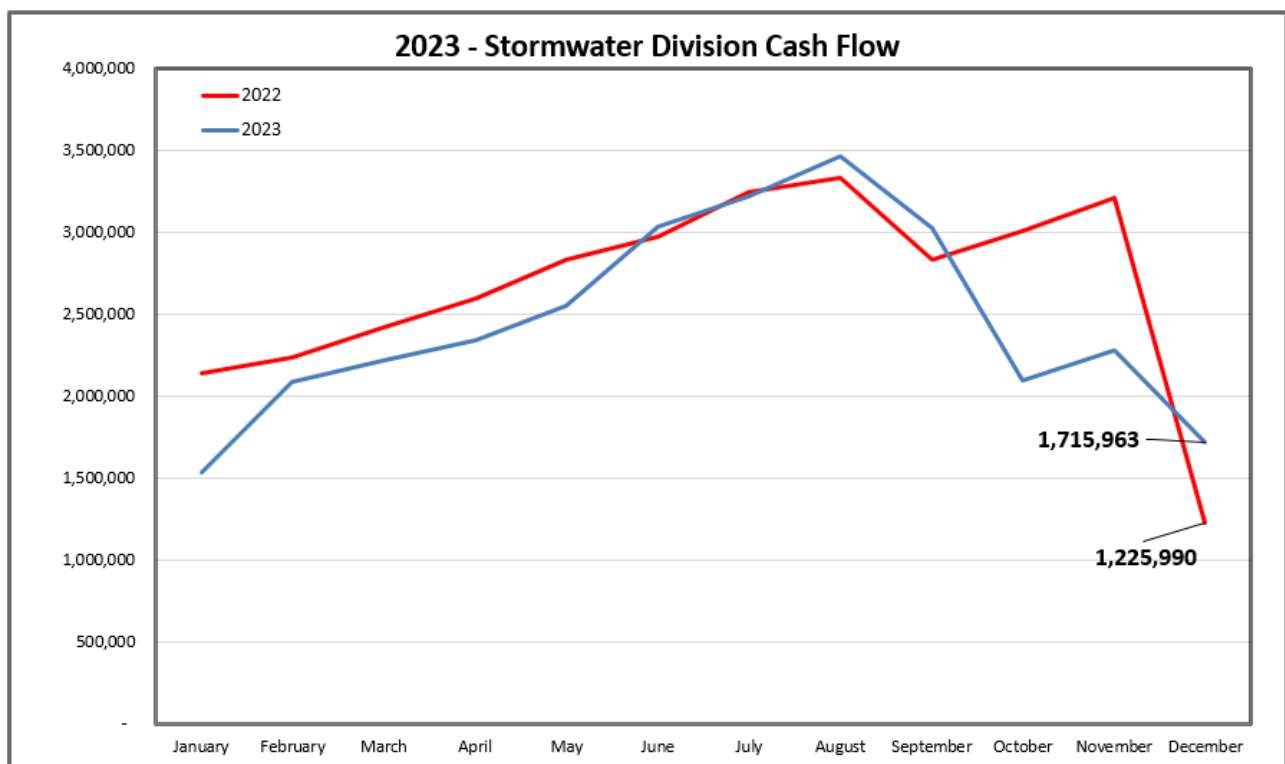
	Budget	Actual YTD	% used
Stormwater	4,019,146	4,066,512	101%
Investment income	285	33,810	11863%
Other Income/Grants	6,464	475,498	7356%
Sum:	4,025,895	4,575,821	114%

Storm Expenses

	Budget	Actual YTD	% used
Labor and fringe	1,320,451	1,036,996	79%
Power	124,218	135,721	109%
Supplies	202,268	196,975	97%
Debt interest	91,973	69,005	75%
Depreciation	972,969	884,434	91%
Other	402,064	451,782	112%
	3,113,943	2,774,913	89%

Revenue - expense	911,952	1,800,907
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Cash Flow: Cash at the beginning of December was \$2.3M. Revenue of \$338K was collected. O&M expenses were \$180K. CIP expenses were \$749K. Cash at the end of December was \$1.7M.





PROPOSED 2024 GAUD BOARD OF TRUSTEES GOALS

Board Review: December 19, 2023

Board Approval: January 22, 2024

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 PFAS, lead and 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 2024.
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 Northern Borders, EPA, ARPA and SRF to cover infrastructure investment. Participate in relevant class action lawsuits related to water contamination as appropriate (3M/DuPont).

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), including: Finalize Highland Avenue project; Green Street is in design for 2024; complete Jackson Avenue water main from south river crossing to State Street; Front Street sewer pump station replacement; Pineland Forest pump station; Turtle Run water main; Summer Street sewer/storm main; Water Street water main from Bridge Street to Bond Street; ongoing stormwater relining.
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. Project slated to start in 2025. Contingent upon grant money in 2024 via Northern Border Regional Commission.

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. Maintain regular communication with Maine Rural Water Association (MRWA) and Maine Water Utilities Association (MWUA) regarding relevant industry happenings, particularly PFAS. Asst. GM is on the MWUA board and two MRWA employees are on the GAUD board, resulting in a direct line of communication with these associations.
3. Maintain proactive communication with customers and the general public about construction projects via website homepage and specific project pages/sites.
4. Update the GAUD crisis communication plan and create a master plan, if possible. Review methods for GAUD to instantly reach affected customers/ratepayers. Will include a request to ratepayers via January billing insert to update contact info on file. 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 and Capital Area Technical Center (CATC) to help reach infrastructure analysis and improvement goals, as well as potential employment prospects for recruitment.
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, investment in infrastructure, value of clean water, District efforts to provide clean drinking water and safely handle stormwater and wastewater treatment, as well as an overall effort to continue to humanize and personalize the District. Will plan to launch a digital recruitment campaign in Q1 2024.
8. Maintain and update current website on an ongoing basis, including measuring web and social media performance via enhanced quarterly analytics (updated in Q3 2023) and producing additional educational videos for these platforms as needed. Consider adding new photography and using EPA Water Sense illustrations as explainers.

D. HUMAN RESOURCES GOALS:

1. Continue to provide Professional Development opportunities for the entire GAUD staff.
2. Conduct 360 Performance review with two key management staff members.

3. Continue to administer internal audit of processes/procedures/systems and provide a full report for review.
4. Continue to provide the Board direction/guidance/information in an effort to be the best stewards of the communities we serve.
5. Maintain effective communication 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, such as State and Local Cybersecurity Grant Program (SLCGP) Planning Committee, Maine Board of Licensed Water System Operators, Maine Drinking Water Commission, Friends of Cobbossee Watershed, KVYMCA Board, Augusta Board of Trade, NEIWPCC, Clean-Up and Response Fund Review Board, and RSU 38 School Board.
8. Continue to improve communications with all stakeholders as needed.

E. HEADWIND ISSUES:

1. Closely monitor ongoing discussions and anticipated regulatory action regarding PFAS in drinking water and wastewater. Continue ongoing PFAS testing and active pilot testing of PFAS treatment system at Riverside wells 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 evaluate viable options for sludge disposal in response to regulatory changes in 2023.
3. Continue to monitor arsenic levels, changes to the drinking water lead regulations and other regulatory changes.

4. Monitor status of Municipal Separate Storm Sewer System (MS4) regulation in Maine.
5. Continue to evaluate other possible headwinds that may affect the District.