



## GAUD 2018 Board of Trustees Annual Goals, Objectives and Operational Priorities

The following 2018 Goals, Objectives and Operational Priorities were developed at a planning meeting held on October 25, 2017 at the Governor Hill Mansion in Augusta, Maine.

Attendees included:

- GAUD Trustees and Staff - Ken Knight, Bob Corey, Kirsten Hebert, Cecil Munson, Pat Paradis, Brad Sawyer, Keith Luke, Andy Begin, Brian Tarbuck, Sherry Kenney, Alan Burton (HR Consultant) and Meredith Strang Burgess (facilitator).
- Trunkline Members - Robert Gasper – Manchester, Dale Glidden – Manchester, Richard Drapeau – Winthrop, and Dan Wells – Winthrop.
- City of Augusta – Darek Grant, Marci Alexander, Mark O’Brien, Lesley Jones, Jerry Dostie, Ralph St. Pierre, and Lionel Cayer.
- Maine Today/KJ - Keith Edwards.

On December 13, 2017, a follow up meeting held at GAUD’s Wastewater Treatment Plant to review and refine the Goals for Trustee adoption at the December 18, 2017 Trustee meeting.

The following were in attendance:

GAUD Trustees and Staff - Ken Knight, Bob Corey, Kirsten Hebert, Cecil Munson, Brad Sawyer, Keith Luke, Andy Begin, Brian Tarbuck, Sherry Kenney and Meredith Strang Burgess.  
City of Augusta - Bill Bridgeo (City Manager)  
Trunkline – Dan Wells (Winthrop Utilities District)

I. City of Augusta / MaineDOT Road Work

Group reviewed current practice of biweekly utility coordination meetings with City of Augusta and MDOT. Staff and City felt that is has worked very well and should be continued. Working on a 10-year plan and updating geographic information system (GIS) maps.

**GOAL:** Continue development of the 10-year plan and participation in biweekly meetings.  
**Note:** Tarbuck also attends City Staff meetings when he can which broadens the scope and understanding of the activities of GAUD and the COA.

II. Hallowell/MDOT Road Work

After years of planning, the Water Street rebuild is set to begin in 2018. GAUD has been inspecting sewer lines and is prepared for work to begin.

**GOAL:** Monitor and participate as needed in Water Street reconstruction and project meetings.

III. Capital Improvement Projects (CIP)

Staff reviewed an extensive list of capital improvement projects that are planned for 2018. Staff will monitor needs and budget and alert Trustees to any unforeseen project needs or costs. A question was raised to be watching for the need for new water lines as new developments are built in 2018.

**GOAL:** Implement CIP plans and monitor budgets

IV. Stormwater Work Group (SWG)

The existing Stormwater Work Group has been actively meeting since May. They are being facilitated by Frank O'Hara and have some very difficult issues to work through. It is anticipated that the Group will have detailed recommendations to give the GAUD Trustees during the 1st Quarter of 2018. The process from there will be for the Trustees to review and set public input sessions.

**GOALS:**

- Q1 2018: SWG to present recommendations to GAUD Trustees and issue RFP for Consultant in 1st Quarter 2018;
- Q2 2018: Trustees will choose Consultant, review options and set up public input sessions by the 3rd Quarter; and
- Q4 2018: plan for approval and implementation to be set before end of 2018.

V. Charter Review/Update Work Group

Existing Charter Review Work Group has met and reviewed some of the basic administrative Charter updates to be considered. However, they now need to wait until the SWG recommendations are known, if it deemed necessary they will cause the Charter to be updated in order to implement the proposed changes.

**GOAL:** Be prepared to update Charter if necessary. Note: if Charter is ready for consideration by the 129<sup>th</sup> Legislature in January, 2019, cloture expected in December, 2018.

VI. Rates & Forecast

GAUD staff reviewed rates for 2018 and agreed that no rate changes are needed at this time. However, based on the results of the SWG, the water and sewer rates may need to be revisited in the first quarter of 2018. It was noted that if rates need to change, the City of Augusta and other large government customers ideally need to know by March, 2018 for their budget years beginning either July 1, 2018 or January 1, 2019 if necessary.

**GOAL:** Monitor and review rates for any necessary changes as a result of SWG or other factors.

#### VII. Intercommunity Sewer Trunkline Agreement

A brief discussion was held with members of the Trunkline Group (TLG) who were in attendance. The Intercommunity agreement was created in 1971 and updated in 2009. The Trunkline accounts for about 20% of the flow to the wastewater treatment plant (WWTP). GAUD would like to begin another review of the Agreement to be sure it is kept current. Members agreed to add this item to the next monthly Trunkline agenda.

**GOAL:** TLG to review Intercommunity Sewer Trunkline Agreement before October, 2018

#### VIII. Administrative

A review of major accomplishments in human resources (HR) was given by Alan Burton and 2018 HR goals shared. Meredith Strang Burgess also gave a review of communications activities conducted and recommended they be continued for 2018.

**GOALS:**

Human Resources - Continue to improve training, licensing & certifications (Supervisory, Communications, Safety); Revisit & revise District operations and organizational structure; Reestablish effective communication and feedback loops; Update and automate performance review process; Negotiate Teamsters contract for 2019.

Communications - Continue with web updates; social media; billing inserts; newsletters; Annual Report and additional outreach and education as needed.

**NEXT STEPS:**

These Goals and Work Priorities will be placed on the December 19, 2017 agenda for adoption by the Trustees. This document will be used for measurement and tracking progress over 2018.