



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.