



## DRAFT 2026 GAUD BOARD OF TRUSTEES GOALS

*Board Review: October 21, 2025*

*Board Vote: December 22, 2025*

### ● FINANCIAL MANAGEMENT GOALS:

- Continue ongoing reviews of rates needed to support water, wastewater and stormwater expenses. Set rates that are stable from year to year to avoid significant changes to utility rates. Execute anticipated rate increases for drinking water, wastewater and stormwater in 2026.
- Continue smart and proactive financial planning and management, including debt management and alternative funding sources.
- Monitor and anticipate future regulatory issues that will require financial investment, especially in the area of PFAS, lead, combined sewer overflows, microplastics and health insurance.
- Continue to actively pursue grants at all times, including Northern Border, CDS and SRF to support infrastructure renewal.
- Participate in relevant class action lawsuits related to water contamination as appropriate.
- Develop a five year plan to replace catch basin revenue with impervious area fees (Equivalent Residential Units).

### ● CAPITAL IMPROVEMENT PLAN (CIP) GOALS:

- Continue to plan, revise and execute capital improvement projects, monitor budgets, be proactive and keep an eye to the future. Continue proactive planning for long range water sources, CSO requirements and water, stormwater and wastewater pipe replacement.
- Notable projects planned for 2026 include:
  - COA projects
    - Davenport Street - water, and sewer separation - \$1.0M
    - Brooks Street - water, sewer and stormwater pipe replacement - \$0.45M
  - Amherst Street (near KMart) - sewer separation \$0.43M

- Wastewater treatment equipment replacement - \$1.0M

- Plan for design phase of the Manchester Route 202 water main project that covers extensive pipe replacement, as well as community relations and communications. Need to reapply for grant funding in spring, 2026.

- **COMMUNICATIONS AND RELATIONSHIPS GOALS:**

- **Continue ongoing relationships and regular communications** with all municipalities in the GAUD service area, as well as Maine DOT and other related agencies.
- **Maintain regular communication** with Maine Rural Water Association (MRWA) and Maine Water Utilities Association (MWUA) regarding relevant industry happenings, particularly PFAS. Andy is the current president of the MWUA. One MRWA employee is on the GAUD board, resulting in a direct line of communication with these associations.
- **Maintain proactive communication with customers** and the general public about construction projects via website homepage and specific project pages/sites.
- 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).
- 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.
- 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.
- 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. Consider another recruitment campaign, if appropriate.
- Maintain and update the website including measuring web and social media performance via enhanced quarterly analytics and producing additional educational videos for these

platforms as needed. Continue adding new photography and using EPA Water Sense illustrations as appropriate.

- **HUMAN RESOURCES GOALS:**

- Continue to **provide the Board direction/guidance/information** in an effort to be the best stewards of the communities we serve.
- **Update 5/10 year funded plans** for CIP & Maintenance of district assets.
- Continue to provide **professional development** opportunities for the entire GAUD staff.
- Conduct **360 performance reviews** with two key management staff members.
- Maintain **effective communication** to avoid unexpected/unplanned discussions during meetings.
- Continue to **improve communications** with all stakeholders as needed.
- 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, KVYMCA Board, Augusta Board of Trade, NEIWPCC, Clean-Up and Response Fund Review Board, and RSU 38 School Board.

- **REGULATORY GOALS:**

- Install PFAS removal system at Riverside Station by Q3 2026.
- Continue to look for drinking water sources that are PFAS free.
- Closely monitor ongoing discussions and **anticipated regulatory action** regarding PFAS in drinking water and wastewater. Maintain proactive PFAS consumer education efforts.
- Continue to monitor **arsenic** levels, changes to the drinking water **lead regulations** and other regulatory changes regarding pipe replacement, EPA and Legislation.
- Monitor status of Municipal Separate Storm Sewer System (**MS4**) **regulation** in Maine.
- Monitor status of possible microplastics regulations.
- Continue to evaluate **other possible regulations** that may affect the District.