



*2016 Utility Leadership Conference & 46<sup>th</sup> Annual Meeting  
Leadership Strategies for the Smart Utility*

*July 10-13, 2016  
Grand Hyatt Denver  
Denver, Colorado*

△ – Board of Directors Committees  
\* – Denotes Confirmed Speakers

*All meeting rooms are on the 2<sup>nd</sup> Floor of the Grand Hyatt Hotel unless otherwise noted.*

**Sunday, July 10**

*Afternoon*

12:00 – 2:00            Executive Committee △  
*Mt. Oxford, 3<sup>rd</sup> Floor*

1:30 – 4:30            Registration  
*Aspen Foyer*

2:15 – 3:30            New Board Orientation  
*Mt. Harvard, 3<sup>rd</sup> Floor*

2:15 – 3:15            Climate & Resiliency Committee  
*Aspen Ballroom*  
The Climate and Resilience Committee will welcome its new chairs, and begin by receiving a breakdown of the National Infrastructure Advisory Council (NIAC) Water Resilience Working Group recommendations to the President, finalized in late June. Adel Hagekhalil, NACWA's outgoing President, led the process of developing these recommendations along with a number of Committee members. Attendees will then discuss the appropriate role of NACWA and the committee in moving these recommendations forward. The Committee will also have a broader discussion on a recent request received from EPA's Office of Enforcement and Compliance Assurance (OECA) regarding a possible EPA enforcement policy on addressing climate risks in CWA enforcement remedies. The Committee will explore how communities under consent order are considering climate change, as well as how a policy like this may or may not be helpful.

**Adel Hagekhalil\***  
*NACWA President (2015 – 2016)*  
Assistant Director  
City of Los Angeles - LA Sanitation  
Los Angeles, CA

3:30 – 5:00  
*Aspen Ballroom*

**Water Quality Committee**

Key EPA Office of Water staff will be on hand during the Water Quality Committee meeting to discuss a potential nationwide study on the performance of secondary treatment and nutrient removal. In addition, building on discussions at the WEF/IWA Nutrient Conference taking place in Denver at the same time, the Committee will also have a broader discussion on the challenges faced by the clean water community in addressing nutrients. EPA staff will also provide the latest updates on efforts to develop water quality criteria for coliphage and the Committee will be updated on a range of other developments since its last meeting.

**Betsy Southerland\***

Director, Office of Science and Technology  
Office of Water  
Washington, DC

*Evening*

5:45 – 6:30           Registration

*Grand Hyatt Conference  
Center, 2nd Floor*

6:00 – 7:00           Welcoming Reception

*Mt. Elbert  
Grand Hyatt Conference  
Center, 2nd Floor*

7:15 – 9:00           Women’s Water Network Dinner

*Tamayo  
1400 Larimer St.*

**Monday, July 11**

*Morning*

8:00 – 4:00           Registration

*Aspen Foyer*

9:00 – 10:00         Spouse & Guest Lounge

*Mt. Oxford, 3<sup>rd</sup> Floor*

9:00 – 10:15         Utility & Resource Management Committee

*Aspen Ballroom*

The Committee meeting will kick off with a discussion on affordability issues and sustainable rates led by Julius Ciaccia, Chief Executive Officer for the Northeast Ohio Regional Sewer District. The discussion will explore challenges at the utility and community level, assistance programs being implemented by utilities to help support low income populations, and activity at the federal level on a potential nationwide assistance program. The Committee will also focus on energy issues, including programs and resources offered by the Department of Energy, and issues surrounding co-digestion and source separation.

**Julius Ciaccia\***  
NACWA Board Member  
Chief Executive Officer  
Northeast Ohio Regional Sewer District  
Cleveland, OH

**Matt Kuzma\***  
Senior Vice President, Wastewater Resource Recovery  
Anaergia, Inc.  
Carlsbad, CA

10:30 – 11:45  
*Aspen Ballroom*

**Facility & Collection System Committee**

The Facility & Collection System Committee meeting will begin with a discussion about the use of real-time data to make decisions about facilities and treatment options. The committee will then focus on the combined sewer overflow notification requirements for Great Lakes dischargers that are being developed by EPA, along with a potential EPA effort to document the success of CSO programs nationwide. Infiltration and inflow programs will also be discussed, followed by an update on flushable wipes, focusing on proposed wipes legislation in Minnesota and a strategy for moving forward with further legislative action.

*Afternoon*  
1:45 – 2:45  
*Aspen Ballroom*

**Stormwater Management Committee**

The Stormwater Management meeting will begin with reactions and strategic discussions around NACWA's stormwater policy position statement, and continue with a presentation from the Denver Urban Drainage and Flood Control District on recent legislative developments that recognize the evolving water rights issues around stormwater detention and green infrastructure. Holly Piza will explain the history of UDFCD, the process of Colorado SB 212 becoming law last year, and the development of the Ultra-urban Green Infrastructure Guidelines with multiple stakeholder groups.

**Holly Piza\***  
Project Manager  
Urban Drainage and Flood Control District  
Denver, CO

3:00 – 4:00  
*Aspen Ballroom*

**Legal Affairs Committee**

The Legal Affairs Committee meeting will focus on two recent lawsuits that could affect NACWA members' ability to rely on National Pollutant Discharge Elimination System (NPDES) permit compliance as a shield against citizen suit enforcement pursuant to Clean Water Act (CWA) Section 402(k). The citizen suits are based on language in NPDES permits that incorporate state code provisions requiring permits limits to ensure compliance with water quality standards. These provisions are being interpreted by environmental groups and the courts as independently enforceable limits. There will be a very brief overview of the litigation with the bulk of the meeting time allocated for discussion. To determine the breadth of potential risk, attendees are requested to share the practice in their respective states and examine their permits to determine if such boilerplate language exists. The committee will then discuss ways to limit liability, offer tips on how to work with permitting authorities to strike such language, and share strategies to defend litigation should it occur.

4:15 – 5:15  
*Aspen Ballroom*

### Biosolids Management Committee

A discussion on biosolids trends and how the recent focus on ‘resource recovery’ has sidelined discussions about the ‘original’ biosolids reuse and nutrient recovery practices of land application and composting. EPA’s continued disinvestment in the biosolids program does not appear to be helping the situation. The Committee will discuss these issues and what can and should be done at the federal level to address them. The Metro Wastewater Reclamation District in Denver will present a case study on the unique aspects of its biosolids program and a number of updates will be provided on current NACWA activities on the biosolids front.

*Evening*

6:00 – 7:30

*Colorado Ballroom A*

### Awards Ceremony & Reception

## Tuesday, July 12

*Morning*

8:30 – 2:00

*Colorado Ballroom Foyer*

### Registration

9:00 – 10:00

*Mt. Oxford, 3<sup>rd</sup> Floor*

### Spouse & Guest Lounge

9:00 – 12:00

*Colorado Ballroom*

## PLENARY SESSION I

### *Opening Remarks*

**Adel Hagekhalil\***

*NACWA President (2015-2016)*

Assistant Director

City of Los Angeles – LA Sanitation

Los Angeles, CA

### *Welcoming Remarks*

**Peter Adler\***

Chairman, Board of Directors

Metro Wastewater Reclamation District

Denver, CO

### *Conference Keynote*

### Performing Under Pressure:

### The Science of Doing Your Best When it Matters Most

Nobody performs better under pressure. Regardless of the task, pressure ruthlessly diminishes our judgment, decision-making, attention, and performance in every professional and personal arena. NACWA conference keynote J.P. Pawliw-Fry partnered with noted psychologist Hendrie Weisinger to co-author *Performing Under Pressure: The Science of Doing Your Best When it Matters Most*. His remarks will introduce Utility Leadership Conference attendees to the concept of pressure management, offering the latest science on how the brain responds under pressure, and many empirically tested strategies to help overcome its sabotaging effects. An internationally renowned thought leader on the subject of leadership, performance and managing under pressure, JP Pawliw-Fry was one of the highest

rated lecturers at the prestigious Kellogg School of Management's Executive Education Program. He now acts as an advisor to numerous Fortune 100 companies, as well as Olympic medal winning athletes.

**JP Pawliw-Fry\***

Partner & Co-Founder  
Institute for Health & Human Potential  
Chicago, IL

10:15 - 10:30

Networking Break

*Roundtable Discussion*

**Strategies for Transformational Leadership**

Clean water utilities are moving beyond compliance with the Clean Water and are embracing broader roles – including as technology developers, job creators, and sustainability champions – within their communities. This ongoing transformation is leading to more complex treatment systems, unique management challenges, and new roles and responsibilities requiring utility leaders to adapt. At the same time, legacy issues like aging infrastructure, mounting debt obligations and affordability concerns remain top priorities. Panel participants will explore how utility leaders can develop strategies to maximize new opportunities, address existing obligations and meet the changing expectations of both their ratepayers and their employees.

*Facilitator/Speaker:*

**George Hawkins\***

NACWA Board Member  
Chief Executive Officer and General Manager  
DC Water  
Washington, DC

*Roundtable Participants:*

**Sue McCormick\***

Director/Chief Executive Officer  
Great Lakes Water Authority  
Detroit, MI

**Timothy Wall\***

President and Chief Operating Officer  
CDM Smith  
Boston, MA

**Marshall Davert\***

President – Government and Infrastructure  
MWH Global, Inc., now part of Stantec  
Denver, CO

**Robert Bailey\***

Executive Vice President, City/Urban Solutions  
CH2M  
Orlando, FL

*Annual Association Business Meeting*  
Report of the President  
Report of the Treasurer  
Election of Directors  
Report of the Chief Executive Officer

*Closing Remarks*

**Adel Hagekhalil\***  
*NACWA President (2015-2016)*

*Afternoon*

12:15 – 2:30

*Aspen Ballroom*

**Legislative & Regulatory Policy Committee**

Policy Committee meeting begins with a discussion about the effectiveness of EPA's Integrated Planning Framework as a tool for addressing affordability concerns related to Clean Water Act (CWA) compliance obligations. Julia Anastasio, Executive Director and General Counsel of the Association of Clean Water Administrators, will share the ACWA's perspective on a number of policy issues, including integrated planning. Updates on NACWA's efforts regarding the regulatory status of recovered resources, SRF funding, the latest on the Water Resources Development Act (WRDA) and other funding topics will also be on the agenda for the Policy Committee.

**Julia Anastasio\***  
Executive Director and General Counsel  
Association of Clean Water Administrators  
Washington, DC

2:45 - 5:00

**Board of Directors Meeting**

*Mt. Sopris, Lobby Level*

*Evening*

6:00 – 7:00

**President's Reception**

*Capitol Peak Room Foyer*

*Pinnacle Club, 38<sup>th</sup> Floor*

**Wednesday, July 13**

*Morning*

8:30 – 10:00

**Registration**

*Aspen Foyer*

9:00 – 12:00

**PLENARY SESSION II**

*Aspen Ballroom*

*Opening Remarks*

**Ray Marshall\***  
*NACWA President (2016-2017)*  
Executive Director  
Narragansett Bay Commission  
Providence, RI

*Featured Speaker*

**Richard G. Luthy\***

Director

Engineering Research Center for Re-inventing  
Urban Water Infrastructure (ReNUWIt)

Stanford University

Stanford, CA

*Panel Discussion*

**Sustainable Management Practices for the Smart Utility**

In addition to adapting leadership strategies, utilities are exploring and deploying new and more innovative ways of managing their day-to-day operations. The complex workforce, financial and other management challenges that lie ahead for utilities of the future will no doubt shape our actions across the wastewater enterprise. Panelists will discuss current innovations and areas where more work may be needed to increase efficiency, reduce waste and ensure sustainable operations into the future.

*Moderator/Speaker*

**Bob Steidel\***

Co-Chair, NACWA Facility and Collection System Committee

Director

City of Richmond Department of Public Utilities

Richmond, VA

*Speakers:*

**Angela Akridge\***

Chief Engineer

Louisville & Jefferson County Metropolitan Sewer District

Louisville, KY

**Kent Nelson\***

Associate Principal, Peer Performance Solutions

Municipal & Commercial Business

Veolia North America

Washington, DC

**Ed Cronin\***

Principal

Greeley and Hansen LLC

Richmond, VA

*Multimedia Experience*

**The Keys to Effective Communication**

The issue of communication has received significant attention over the last few years. Utilities that once preferred to remain anonymous, or were only in the media when bad news was reported, are now taking a proactive approach to communication, ranging from the most basic social media presence to sophisticated city-wide information and outreach campaigns. Recent experience has only underscored the importance of strong and proactive engagement with the community. Panel participants will provide perspectives on the importance of making communications a clear, constant and strategic part of your utility.

*Moderator:*

**Amanda Waters\***

General Counsel & Director, Public Affairs  
National Association of Clean Water Agencies  
Washington, DC

*Speakers:*

**Constance Haqq\***

Director of Administration and External Affairs  
Northeast Ohio Regional Sewer District  
Cleveland, OH

**Mark Jockers\***

Government and Public Affairs Manager  
Clean Water Services  
Hillsboro, OR

**Abigail Gardner\***

Communications Director  
Value of Water Coalition and U.S. Water Alliance  
Washington, DC

*Closing Remarks*

**Ray Marshall\***

*NACWA President (2016-2017)*

*Conference Adjourns*

*Afternoon*

1:00 - 4:00

**Tour of the Metro Wastewater Reclamation District's Robert W. Hite Treatment Facility**

***(Registration closed)***

Our host utility, the Metro Wastewater Reclamation District, will provide a tour of its Robert W. Hite Treatment Facility. In preparation for new nutrient limits, the Metro District is working to identify cost-effective solutions, including the potential recovery and reuse of phosphorus. A highlight of the tour will include Metro District's findings thus far and a tour of the pilot-scale Airprex® Biosolids Optimization and Phosphorus Recovery process currently being evaluated.