Fall Strategic Leadership Retreat
& Board of Directors Meetings
November 15 - 16, 2016
Hotel Monaco Alexandria
Alexandria, VA

Agenda
Current to 10/25/16
Δ – Board of Directors Committees/Meeting
*Confirmed

Tuesday, November 15, 2016
Morning
8:00 – 10:30  Awards Committee Δ
Bombay Room

9:00 – 11:30  Executive Committee Δ
Tokyo Room

Afternoon
12:00 – 5:00  FALL STRATEGIC LEADERSHIP RETREAT (Lunch Served)
Paris East & Central
Opening Remarks
Ray Marshall*
NACWA President
Executive Director
Narragansett Bay Commission, RI

Adam Krantz*
Chief Executive Officer

Post-Election Analysis . . .
The Challenges and Opportunities of a New Administration
With the November elections in the rear-view mirror, NACWA’s staff will provide the leadership with an analysis of the evolving post-election climate – highlighting potential challenges and opportunities that lie ahead for the Association.

Presenting: Nathan Gardner-Andrews, Chief Advocacy Officer*
Chris Hornback, Chief Technical Officer*
Patricia Sinicropi, Senior Director, Legislative Affairs*
Amanda Waters, General Counsel*
Addressing Affordability & Low-Income Challenges — Can Rates Reflect the True Cost of Service?
NACWA’s leadership will hear from several thought leaders to prime a discussion regarding the challenges inherent in creating rate structures that reflect the true cost of service when a growing wealth gap continues to make rate affordability a top concern, especially among low-income households. What is the appropriate role for local, state and federal governments in ensuring low-income ratepayers can access water and wastewater services? What lessons can we learn from how the federal government has dealt with these affordability concerns in other contexts, for example ensuring low-income residents have sufficient food, heat/electricity, etc.? What can be done at the local level through subsidization programs, assistance programs, environmental justice initiatives – and the potential for variable rates, and subsidization programs? What work is currently being done by the water sector to make the affordability case, and what should NACWA’s role be going forward? This discussion will help inform NACWA’s advocacy path on affordability and low income issues in the new Congress and with the new Administration.

Invited Guests:

Ken Rubin*
Managing Partner
American Infrastructure Holdings, DC

Eric Rothstein*
Principal
Galardi Rothstein Group, IL

Radhika Fox*
Chief Executive Officer
US Water Alliance, DC

Michele Nellenbach*
Director of Strategic Initiatives
Bipartisan Policy Center, DC

Leadership Moderators:

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

George Hawkins*
NACWA Board Member
Chief Executive Officer & General Manager
DC Water, DC

Staff Leads:

Nathan Gardner-Andrews*
Amanda Waters*
Erica Spitzig, Deputy General Counsel*
Water Professionals in the Post-Flint Era: Speaking Truth to Power

Thought leaders from the engineering community will lay the groundwork for a discussion on how water engineers and professionals more broadly can be trained to ensure that decisions are being made at the local, state and national levels based on sound engineering and scientific principles rather than solely on political grounds or with short-term cost considerations in mind. How can certification and training programs be used to provide utility leaders at small medium and large utilities with these skills? How do retirements and the industrial brain drain impact the capacity for sound decision-making and the confidence to speak out under often difficult circumstances? What role does NACWA and its membership have in creating peer-to-peer networking opportunities to address these issues? And what can NACWA do from an advocacy standpoint that advances policies to ensure water professionals have a seat at the table for critical water decisions at the local, state, and national levels?

Invited Guests:

Burk Kalweit *
Executive Director
American Academy of Environmental Engineers & Scientists
Annapolis, MD

Brian Pallasch
Managing Director
Government Relations & Infrastructure Initiatives
American Society of Civil Engineers, DC

Andrew Sawyers
Director
Office of Wastewater Management
U.S. Environmental Protection Agency, DC

Leadership Moderators:

John Sullivan *  Ben Horenstein *
Chief Engineer  Director of Wastewater
Boston Water & Sewer  East Bay Municipal Utility District, CA
Commission, MA

Staff Leads:

Cynthia Finley, Director, Regulatory Affairs *
Brenna Mannion, Director, Regulatory Affairs & Outreach *

Evening

6:00 – 9:30  Leadership Social Event
Blackwall Hitch  (all attending, spouses, partners, & significant others)
Transportation will be provided; please meet in the hotel lobby at 5:30 pm.
Wednesday, November 16, 2016

Morning

7:30 – 8:30  Dues Structure Review Task Force
Bombay Room  Breakfast available for all NACWA Fall Strategic Leadership Retreat attendees.

7:30 – 9:00  Retreat Breakfast
Paris Foyer  Breakfast available for all NACWA Fall Strategic Leadership Retreat attendees.

9:00 – 11:30 FALL STRATEGIC LEADERSHIP RETREAT (continues)

At the center of NACWA’s Strategic Plan is the desire to rethink some of the core tenets of the Clean Water Act (CWA) and to make it reflect the vision of the Utility of the Future and the growing sophistication of clean water community leaders and their utility operations. But even as NACWA contemplates these reforms, through both legislative and regulatory vehicles, EPA regulations continue to expand. This strategic discussion will focus on one of those regulatory drivers — nutrients.

As EPA contemplates a CWA §308 information request from all POTWs on their secondary treatment systems, NACWA needs to respond to a growing push on nutrient removal requirements from both federal and state governments. What should NACWA’s position be on this specific regulatory ‘ask’ from EPA, especially given the CWA’s inability to effectively address agricultural nonpoint source pollution, and how does it connect to our larger efforts to reform the Act and achieve a more holistic approach to dealing with nutrients? Should NACWA agree to support such an information gathering request or is it a harbinger for further regulatory actions that will only lead to more costly requirements on clean water utilities, many of whom are minor or de minimis contributors in their watersheds? Or should NACWA take a more aggressive approach in pushing back on EPA and agricultural dischargers for a failure to adequately control nonpoint pollution?

As NACWA works to convene a Nutrient Summit, how can we ensure the clean water community is speaking with one voice on this priority issue? This discussion will help serve as a case study for how to balance immediate advocacy needs with a long-term advocacy vision.

Invited Guests:

Betsy Southerland*
Director, Office of Science & Technology
Office of Water
U.S. Environmental Protection Agency

Tom Hebert*
Senior Advisor
Agriculture Nutrient Policy Council
Leadership Moderators:
David St. Pierre*  Jim Pletl*
Executive Director  Director
Metropolitan Water  Water Quality
Reclamation District of  Hampton Roads
Greater Chicago, IL  Sanitation District, VA

Staff Leads:
Chris Hornback*
Patricia Sinicropi*

Strategic Debrief on Retreat Discussions –
Identification of Specific Items for Board of Directors or Committee
Consideration

Leadership Moderators:
Ray Marshall*
NACWA President

Cathy Gerali*
NACWA Vice President
District Manager
Metro Wastewater Reclamation District, CO

Staff Lead:
Adam Krantz*

Closing Remarks
Ray Marshall*
NACWA President

11:30  Fall Strategic Leadership Retreat Adjourns/
Transportation to Alexandria Renew Enterprises for
Board of Directors Luncheon & Meeting

Afternoon
12:00 – 1:00  NACWA Board of Directors Luncheon ∆
Alexandria Renew
Enterprises

1:00 – 3:30  NACWA Board of Directors Meeting ∆
Alexandria Renew
Enterprises

*Confirmed