



2012 Summer Conference

*Transformational Leadership. . . .
Changing the Game for the Next 40 Years of Clean Water*

July 15 - 18, 2012

*Hyatt Regency Philadelphia at Penn's Landing
Philadelphia, Pennsylvania*

Δ – Board of Directors Committees

* – Denotes Confirmed Speakers

All events are located on the 2nd Floor of the Hyatt Regency Philadelphia unless otherwise noted.

Sunday, July 15

Afternoon

12:00 – 4:00
Columbus Foyer

Registration

1:15 – 2:45
Columbus B/C

Finance/Strategic Planning Committees Δ (joint meeting)

3:00 – 4:00
Columbus B/C

Membership Committee Δ

4:00 – 6:00
Columbus B/C

Board of Directors Meeting

Evening

5:45 – 7:00
Grand Ballroom Foyer

Registration

6:00 – 7:00
Grand Ballroom C/D

Welcoming Reception

Monday, July 16

Morning

7:00 – 4:00
Columbus Foyer

Registration

8:00 – 9:30

Columbus

Water Quality Committee

NACWA's Water Quality Committee meeting will begin with a focus on nutrient issues and a presentation on nutrient challenges in the Delaware River basin. Recent developments, including two legal challenges, have reinvigorated the debate over whether numeric criteria are appropriate for nutrients. The Committee will discuss the Association's stance on numeric criteria, as well as the appropriate role, if any, for technology-based approaches to nutrient control. Updates will be provided on EPA's latest efforts with regard to numeric nutrient criteria development, including work on a biological confirmation approach to address concerns raised over EPA's policy on independent applicability. Additional updates will be provided on key water quality criteria including revised criteria for ammonia and recreational uses. The Committee will discuss the Association's next steps regarding implementation of these revised criteria and what guidance and assistance will be needed. The Committee will also be updated on the activities of the Water Quality Trading Working Group and a new calculator tool for whole effluent toxicity.

9:00 – 10:00

Grand Ballroom A

Spouse & Guest Lounge

9:45 – 10:45

Columbus

Climate & Energy Committee

NACWA's Climate & Energy Committee will open with a presentation by the Philadelphia Water Department on a new program to use food waste to enhance heat and electricity production at a biogas co-generation facility currently under construction. A presentation will then be given on the energy efficiency measures undertaken at the Bucks County, Pennsylvania wastewater utility with the assistance of the Alliance to Save Energy. The Committee will be updated on NACWA's advocacy work related to greenhouse gas (GHG) emissions. A lawsuit was recently filed against EPA, seeking an end to the deferral of biogenic GHG from Clean Air Act regulations. NACWA filed an *amicus curiae* brief in the case, supporting EPA's deferral and explaining the implications of biogenic GHG regulation for wastewater utilities. NACWA also submitted comments on the most recent EPA GHG Inventory and will be examining the proposed International Council for Local Environmental Initiatives (ICLEI) protocol for GHG emission calculations.

11:00 – 12:00

Columbus

Biosolids Management Committee

NACWA's Biosolids Management Committee meeting will begin with a case study presentation on the Philadelphia Water Department's biosolids management program. Work continues on the Association's legal challenge to EPA's air emission standards for sewage sludge incinerators (SSIs) and the Committee will be updated on the litigation, as well as developments on the related non-hazardous secondary materials rulemaking. The Madison Metropolitan Sewerage District will present data on its efforts to reduce dental amalgam mercury and its benefits for biosolids. Updates will be provided on EPA's biosolids-related activities, as well as on the National Biosolids Partnership.

Afternoon

12:15 – 1:45

Columbus

Facility & Collection Systems Committee

NACWA's Facility & Collection System Committee meeting will begin with a presentation by the New York Department of Environmental Protection, on an affordability analysis of New York City water and sewer rates. The Metropolitan St. Louis Sewer District will then provide a presentation on the work done to obtain voter approval of bonds to fund the work required by the utility's combined sewer overflow

(CSO) consent decree. Updates will be given on EPA's final Integrated Planning Framework and Wisconsin's sanitary sewer overflow (SSO) rule, and the Committee will discuss potential strategies for obtaining more clarity from EPA on SSO issues. Attendees are also encouraged to bring up other issues during an "information sharing" session at the meeting.

2:00 – 3:00

Columbus

Stormwater Management Committee

NACWA's Stormwater Management Committee will discuss key issues currently impacting stormwater utilities, including regulatory developments and a review of how local ordinances can be changed to pursue innovative wet weather approaches. The meeting will kick off with an update on recent efforts involving fee payments issues, including the Association's significant federal court legal victory clarifying the responsibility of federal government facilities to pay past due stormwater fees. Committee members will be briefed on the legal ruling's implications and how to take advantage of it. The discussion will then shift to a review of current EPA regulatory actions impacting municipal stormwater management, including EPA's progress on a new national post-construction rule, developments in permitting, and a presentation on how a number of communities are dealing with "flow based" TMDLs. Committee member will also hear from the Philadelphia Water Department on how they were able to change many of their local stormwater ordinances and codes to require more green infrastructure and low impact development. This presentation will lead to a larger discussion on how utilities can pursue similar changes to encourage more innovative stormwater management approaches.

3:15 – 4:45

Columbus

Legal Affairs Committee

NACWA's Legal Affairs Committee will focus its discussion on a number of innovative agreements that cities such as Philadelphia, Atlanta, and Seattle have recently reached with EPA regarding enforcement and consent decree issues, and examine what these developments may signal from a legal perspective for the larger municipal clean water community. This discussion will be spearheaded by a presentation from host city Philadelphia on their "Partnership Agreement" with EPA, signed in lieu of a federal consent decree. City representatives will discuss the process they went through to reach agreement with EPA, and what lessons there may be for other cities. This will then be followed by a brief update on Atlanta's recent consent decree modification to extend its completion deadline, as well as Seattle's proposed consent decree containing very positive integrated planning language. Included in this discussion will also be a look at the legal implications – particular from an implementation standpoint – of EPA's final integrated planning framework document. Additionally, attendees will receive an update on ongoing NACWA litigation matters, including two recent nutrient lawsuits focused on the Mississippi River Basin and possible changes to EPA's secondary treatment regulations in which NACWA is closely involved.

Evening

6:00 – 7:30

*The Franklin
Institute*

Excellence in Management & Peak Performance Awards Ceremony & Reception

Tuesday, July 17

Morning

7:00 – 4:00

Grand Foyer

Registration

7:30 – 8:45

Columbus

Legislative Policy Committee

NACWA's Legislative Policy Committee will discuss the release of EPA's final integrated planning framework – and in particular implementation and helping communities succeed with this new approach to Clean Water Act challenges. NACWA is hoping to help kick-start this next phase by working with interested Members of Congress to see if money could be made available to communities to develop Integrated Plans as part of a pilot initiative. NACWA also continues to lead a coalition of interested stakeholders to see improvements to the Farm Bill that address nutrient management on farms. The Committee will discuss Senate language that we anticipate will be part of the final package and that could provide wastewater treatment utilities an opportunity to work with farmers upstream on reducing nutrients in local watersheds. In addition, NACWA is convening a new task force to develop a package of legislative fixes to the Clean Water Act to address wet weather-specific problems such as peak wet weather facilities and water quality criteria during wet weather events. The Committee will be updated on this effort and on continuing discussions in Congress on new approaches to dealing with financing infrastructure investments related to water and wastewater services.

9:00 – 10:00

U.S.S. New Jersey

Spouse & Guest Lounge

9:00 – 12:00

Grand Ballroom

GENERAL SESSION I

Opening Remarks

David Williams*

NACWA President (2011-2012)

Director of Wastewater

East Bay Municipal Utility District

Oakland, CA

Welcoming Remarks

The Honorable Michael Nutter*

Mayor

City of Philadelphia

Philadelphia, PA

Conference Keynote

Return on Impact – Leadership Strategies for the Age of Connected Relationships

A keynote address by international speaker and best-selling author, David Nour, will kick-off NACWA's 2012 Summer Conference in Philadelphia. You're invited to an inspiring, highly interactive session, *Return on Impact – Leadership Strategies for the Age of Connected Relationships*, focused on a proactive approach in listening, engaging, and influencing a broad base of constituents (employees, suppliers, customers, partners, investors, the media, and the general public) and treating them as the influential online voices that they are in the social networking/social media environment. From Nour's

perspective there are two kinds of organizations today – those who have figured out how to reorient their relationships around customer needs, and those who haven't. Social Networking and Social Media are enablers of the former – rapidly evolving from the “shiny new toy phase” to becoming game changing, highly disruptive technologies creating a need and an opportunity for *social market leadership*: using the tools at our disposal to align organization goals and objectives with stakeholder values to drive quantifiable results – in short, bridging relationship *creation* with relationship *capitalization*.

David Nour*

International Speaker & Best-Selling Author
Chief Executive Officer
The Nour Group, Inc.
Atlanta, GA

10:45 – 11:00

BREAK

Annual Association Business Meeting

Report of the President
Report of the Treasurer
Consideration of Bylaws Amendments
Election of Directors
Report of the Executive Director

Launch & Demonstration

NACWA's *Engage*TM Network

Internet-based systems and platforms are changing the way NACWA delivers value to Member Agencies and Affiliates. *Engage*TM will soon serve as NACWA's professional networking and knowledge sharing community – providing a relevant, collaborative experience for Association members and ensuring that Association staff has their collective 'finger on the pulse' of member positions and priorities. Interest groups will provide forums for discussion and engagement focusing on critical advocacy issues – as well as the opportunity for members to engage with other utilities on their priority issues, whether legislative, regulatory, legal, or utility management-related. Don't miss the launch of *Engage*TM, the NACWA network.

Elizabeth Striano*

Director, Social Media & Communications
National Association of Clean Water Agencies
Washington, DC

John P. O'Neil*

NACWA Board Member
General Manager
Johnson County Wastewater
Olathe, KS

Susan T. Holmes*
NACWA Board Member
Chairwoman
Central Davis Sewer District
Kaysville, UT

David S. Taylor*
NACWA Co-Chair, Biosolids Management Committee
Director of Special Projects
Madison Metropolitan Sewerage District
Madison, WI

Closing Remarks

Suzanne Goss*
NACWA President (2012-2013)
Government Relations Specialist
JEA (Electric, Water & Sewer)
Jacksonville, FL

Afternoon
1:30 – 3:45
Grand Ballroom

GENERAL SESSION II

Opening Remarks

Suzanne Goss*
NACWA President (2012-2013)

Address

Philadelphia's *Green City, Clean Waters* Program

The Philadelphia Water Department is charting new territory with its *Green City, Clean Waters* program and its first-of-its-kind partnership agreement with the U.S. Environmental Protection Agency to advance green infrastructure for urban wet weather pollution control. An official from the City will provide an overview of its efforts and how the water department is transforming its mission for the future.

Howard Neukrug*
NACWA Board Member
Commissioner
Philadelphia Water Department
Philadelphia, PA

Roundtable Discussion

Industry Leader Perspectives – Transformational Change

As the clean water community reflects on the successes of the Clean Water Act, it is also considering what changes are needed to continue making progress into the future. The evolving clean water utility will likely require transformational change across the enterprise, from operations to senior management. Top water industry leaders will provide their perspectives on utility management in the future and how lessons learned from the private sector can help public utilities better position themselves for success.

Moderator:

Suzanne Goss*

NACWA President (2012-2013)

Roundtable Participants:

William Dee*

Director, Water Global Business Line

Malcolm Pirnie, the Water Division of ARCADIS

White Plains, NY

Richard Fox*

Chairman & Chief Executive Officer

CDM Smith

Cambridge, MA

Cindy Wallis-Lage*

President, Global Water Business

Black & Veatch

Kansas City, MO

Address

Managing the Panama Canal Expansion and its Implications for the United States

Ninety-three years after it first opened for business, the Panama Canal has reached its maximum capacity. Designed before the *Titanic* was even on drawing boards and while the Wright brothers were still learning to fly, the canal today handles more traffic than its builders could have ever imagined. Designing and managing the expansion of one of the most significant engineering accomplishments in history, including dredging enough rock and soil to fill the Empire State Building nearly 130 times, is accomplishment enough. But as a key project engineer will explain, the true significance of this undertaking might be the major and long-lasting impacts it will have on U.S. and global commerce.

Nicholas Pansic*

Vice President & Business Unit Leader

MWH Americas, Inc.

Chicago, IL

Closing Remarks

Suzanne Goss*

NACWA President (2012-2013)

4:00 – 5:15

Columbus

Utility Management Committee

NACWA's Utility Management Committee meeting will feature the release of NACWA's *2011 Financial Survey and Highlights Report*. The Committee will continue its ongoing dialogue on sustainable utility management with a featured presentation from EMA, Inc. on a recent project, "Forecasting the Future", which involved 25 water/wastewater leaders from utilities in the U.S. and abroad and included the development of a "must

do” list of the seven strategic imperatives for utilities. The Committee will also discuss recent utility efforts on rebranding and rate structure studies, and be updated on the final 2011 NACWA *Index* and the *CleanWater Central* database.

Evening

6:00 – 7:30

Grand Ballroom C/D

President’s Reception

Wednesday, July 18

Morning

7:00 – 11:00

Grand Foyer

Registration

7:30 – 8:45

Columbus

Regulatory Policy Committee

NACWA’s Regulatory Policy Committee meeting will focus on EPA’s new integrated municipal planning initiative, feedback from NACWA members who are currently working to develop integrated plans, and reactions to the final EPA framework that was recently released. As a regular business item, the Committee will review and consider any *Targeted Action Fund* (TAF) requests from the Standing Committees to ensure resources are available for current and future needs. Committee members for the Regulatory Policy Committee are the leadership from NACWA’s Standing Committees and Workgroups, but all are welcome to attend this informative meeting.

9:00 – 12:00

Grand Ballroom

GENERAL SESSION III

Opening Remarks

Suzanne Goss*

NACWA President (2012-2013)

Presentation

Water Utility of the Future...the Good, the Bad, the Ugly and the Inspirational

For Atlanta, Georgia the vision of water management in the future was crafted in 2003 when it formed the Department of Watershed Management with many of the same goals and aspirations that are now being used to describe the ‘Utility of the Future’. Implementing a vision for the future while managing and reacting to present-day challenges can be difficult. The practical realities that have confronted Atlanta as it works towards its vision of the future can provide valuable lessons as the industry discusses its continuing transformation.

Jo Ann Macrina*

Commissioner

City of Atlanta Department of Watershed Management

Atlanta, GA

Panel Presentation

Innovation in Utility Management

Utility management innovation can take many forms and NACWA members remain on the forefront. As infrastructure moves from belowground tunnels to aboveground streetscapes and green spaces, utilities are playing a larger role in broader urban renewal and community revitalization efforts, all of which come with new challenges and opportunities. Though the issue of public vs. private employment has always been the subject of spirited debate, some utility managers are looking to new models that will benefit from the best of both worlds – maintaining public ownership, control, operations and a public workforce while benefiting from private-sector expertise. Utilities will share their experiences and lessons learned on a diverse range of innovative approaches being employed nationwide.

Moderator:

Tom Sigmund*

NACWA Vice Chair, Utility Management Committee

Executive Director

Green Bay Metropolitan Sewerage District

Green Bay, WI

Panelists:

James Parrott*

NACWA Board Member

Executive Director

Metropolitan Sewer District of Greater Cincinnati

Cincinnati, OH

Terry Cole*

Communications Practice Director

Jacobs Engineering Group, Inc.

Norcross, GA

Kathryn Garcia*

Chief Operating Officer

NYC Department of Environmental Protection

New York, NY

Laurent Auguste*

President & Chief Executive Officer

Veolia Water Americas

Chicago, IL

Chris Crockett*

Deputy Commissioner of Planning & Environmental Services

Philadelphia Water Department

Philadelphia, PA

Panel Presentation

Resilient Business Models for Water and Wastewater Utilities

The economic recession, reductions in water use, weather variability and other factors all characterize the “new normal” under which water and wastewater utilities now operate. An ongoing industry study is working to define a resilient business model for utilities founded on integrated financial and management practices, systems and processes adapted for this “new normal”. Utilities around the country are sharing their innovative practices in an effort to determine whether they can be adapted for broader use by water and wastewater utilities. This session will provide an overview of this ongoing effort, results to date and case studies from participating utilities.

Jeff Hughes*

Water & Wastewater Leadership Center Faculty

Director, Environmental Finance Center

University of North Carolina Kenan-Flagler School of Government
Chapel Hill, NC

Closing Remarks/Adjourn

Suzanne Goss*

NACWA President (2012-2013)

Afternoon

12:30 – 4:00

City of Philadelphia Water Department Green Infrastructure Tour