

Fall Strategic Leadership Meeting
NACWA Outside & In . . .
A 2020 Vision for Clean Water
& Board of Directors Meeting

October 22 - 23, 2018
The Palmer House Hilton
Chicago, IL

Agenda

*Δ – Board of Directors Committees/Meeting
Current to October 15, 2018*

All meeting rooms are located on the 3rd floor unless otherwise indicated.

The *Meeting* will begin a discussion to be continued over the next year to position NACWA for our 50th anniversary in 2020 and ensure that our advocacy, communications and collaboration-based agenda is on the appropriate track for success and that our internal governance, conference offerings and member engagement and retention strategies are also moving in the right direction.

In line with these goals, Monday, October 22 will be devoted to our “Outside” advocacy-based strategy and Tuesday, October 23 will be devoted to the “Inside” game with a focus on governance, as well as NACWA’s unique role in executive utility leadership peer-to-peer sharing. In the agenda, NACWA staff have laid out some issues and ideas on which we seek direction from our Member Agency leaders, while also providing ample time for Association leadership to add any of their own thoughts and strategic input on topics that do not fall under the conversation starters listed – so think about what issues are missing and how you think NACWA can add value to the national conversation and improve its inside game too!

Monday, October 22

Morning

8:00 – 10:30 Awards Committee Δ
Wilson Room

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

11:30

Wabash Room

Fall Strategic Leadership Meeting Lunch

Lunch available for all attendees.

Afternoon

12:00 – 5:00

Fall Strategic Leadership Meeting Convenes

Presiding

Mark Sanchez

NACWA President

NACWA's Outside Game – Advocacy, Communications & Collaboration

Strategic Topics for Discussion

Affordability, Rate Structures & Low-Income Customer Assistance Programs

The coming year will provide the most important opportunity in decades to address affordability as NACWA works with its water sector partners to develop a new affordability methodology to guide EPA as it engages in work to redraft its affordability guidance. This session will explore how NACWA should advocate on some key emerging issues.

NACWA, with its water sector partners, has done extensive work on the legal barriers to using revenue from ratepayers to provide assistance to low income and other disadvantaged communities. As EPA's affordability methodology is further scrutinized, the role customer assistance programs can play is being increasingly spotlighted. NACWA and its members must be prepared to discuss what works and what doesn't. Members of Congress are exploring federally supported low-income customer assistance plans – in part thanks to NACWA spotlighting this issue – but what level of engagement is appropriate for NACWA going forward?

Smarter Regulatory Constructs – Time for a Net Environmental Benefit Approach?

Innovation and smarter approaches to solving complex operational and water quality challenges have become the hallmark of many clean water utilities across the nation. But creativity on the part of utilities can only go so far when the existing regulatory structure is not set up to recognize, encourage, or adapt to more effective solutions. Doing the most with each ratepayer dollar seems to be a no-brainer but making the case for net environmental benefit approaches, including integrated planning, continues to be difficult and complex politically.

Should NACWA continue targeted campaigns aimed at changing “accomplishable” aspects of the statutory structure as we have done on stormwater fees and are engaged in now on affordability and integrated

planning? Alternatively, is it time for a major push to update the Clean Water Act in line with this approach? Should NACWA play a larger and more vocal role in line with its and the Clean Water Act's 50th Anniversary to make the case that we need to seriously revamp our system for the next 50 years? Even if this cannot be accomplished in anything less than a 5 to 10-year horizon is there strategic benefit for NACWA to be more provocative in this arena and maybe others as well?

Meeting the Water Workforce Challenge

While the clean water utility sector is being more innovative and creative than at any time before, many utilities are struggling to hire and retain the kind of workforce necessary to meet the growing array of operational and water quality challenges. In some communities they are simply trying to find qualified employees, especially certified operators, to replace those that are taking other jobs or retiring. Overall the sector is trying to make itself more diverse to better represent the communities it serves. On top of all of that, utilities are also working constantly to manage the rising cost of labor and operations, often leaving less resources for capital replacement and rehabilitation.

The Utility of the Future cannot survive without a qualified workforce. And while recent national reports and legislative proposals are a step in the right direction, more can be done. This discussion will explore what NACWA's role can and should be at a national level to help utilities address the water workforce challenge.

Open Forum

What Are We Missing?

(Breaks provided at 1:30-1:45 pm and 3:15-3:30 pm – and as needed.)

Evening

6:00 – 9:00

Tesori Restaurant

65 E. Adams St.

Leadership Social Event

Tuesday, October 23

Morning

8:00 – 9:00

Wabash Room

Fall Strategic Leadership Meeting Breakfast

Breakfast available for all attendees.

9:00 – 12:00

Wabash Room

Fall Strategic Leadership Meeting Continues

Presiding

Mark Sanchez

NACWA President

Positioning NACWA for 2020 & Beyond

As we approach NACWA's 50th anniversary in 2020, the Association is financially strong, growing in membership, and increasing its advocacy influence in Washington, DC and beyond. Maintaining this positive momentum involves regular review of the Association's strategic goals, core competencies, and internal policies to ensure they are aligned in such a manner as to make it possible to accomplish our strategic vision and mission (i.e. *the Inside Game*). This morning's discussions will seek to gather input from the NACWA Board and committee leaders, as well as lay the foundation for broader strategic planning discussions as we prepare for the start of the Association's next 50 years:

- *Potential Bylaws changes to Board of Directors and Executive Committee representation;*
- *Merging NACWA's specialty conferences into a single week-long offering in 2020 and removing one conference or this leadership meeting;*
- *Strategic discussion to maximize engagement of existing members through NACWA committees and other opportunities;*
- *Marking NACWA's 50th Anniversary (in 2020) with celebration and substance*
- *NACWA role in becoming the unmatched association for peer-to-peer sharing among utility general managers and executives;*
- *NACWA role in helping to "rebrand" the water sector;*
- *Open Forum*

(Break provided from 10:30-10:45 and as needed.)

Afternoon

12:00

Fall Strategic Leadership Meeting Adjourns

12:00 – 3:00

*Adams Room,
6th Floor*

Board of Directors Meeting Δ *(Lunch Served)*

Our Fall Board of Directors Meeting will provide a forum for the Association's leadership to focus energy and attention on several issues of strategic importance to the sector. We also look forward to the Board's consideration of a revised FY 2019 budget (reflecting the sale of the National Office building and our plans moving forward), as well as the election of NACWA's Secretary.