



# 2021 Fall Strategic Leadership & Board of Directors Meeting

November 15 – 16, 2021

Current as of November 4, 2021

*Δ Board of Directors Committees/Meetings  
All Meetings on Mezzanine Floor*

## Monday, November 15, 2021

### **Morning**

**8:00 – 10:30 Awards Committee Δ**

*Pinckney*

**8:00 – 10:30 Financial Policy Review Workgroup Δ**

*Laurens*

**10:30 – 12:00 Executive Committee Δ**

*Rutledge*

### **Afternoon**

**12:00 – 1:00 Fall Strategic Leadership Meeting Lunch**

*Carolina*

*Ballroom*

Lunch is available for all attendees.

**1:00 – 5:00 Fall Strategic Leadership Meeting**

*Carolina*

*Ballroom*

**1:00 – 1:45 Welcome Back Icebreaker**

**1:45 – 3:00 Open Discussion: Post-Pandemic Utility Operations and Leadership. . . What Has Changed? (The Good, The Bad and The Ugly)**

This opening session is meant to get NACWA's leaders talking from both a practical and emotive standpoint. Water utility leaders and their workforce have been through a lot since the pandemic started over 18 months ago and clean water utilities have been presented with a host of novel challenges. Traditional issues like affordability, rate setting, maintaining basic operation and maintenance, and advancing capital projects have collided with new problems around labor issues and worker safety, health testing programs, remote work, supply chain disruptions, and increased pressure to avoid service disconnections.

As we (hopefully) emerge into a post-pandemic world over the coming months, how is the current water sector different from the pre-pandemic version and what

are utility leaders doing differently as a result to shape the future and emerge stronger?

**3:00 – 3:15 Break**

**3:15 – 4:30 NACWA Advocacy Update and Priorities Moving Forward – The Concept of a “One Environment” Approach**

The past year has seen significant advocacy successes for NACWA and the clean water sector, especially through the establishment of the first ever federal low-income water assistance program and the expectation of billions of new dollars for water infrastructure in a bipartisan infrastructure bill. But we can't rest on our laurels as we seek to continue to build momentum on the array of complex policy issues including affordability, PFAS and emerging contaminants, workforce development, environmental justice and equity, wet weather challenges, wipes, nutrients and climate and resiliency issues.

This discussion will cover the top issues on NACWA's agenda and how the Association should best prioritize them and frame them from the utility perspective. Increasingly, there is discussion of a “One Environment” (i.e., not just a “One Water”) approach that would employ net environmental benefit as a departure point for policy discussions.

**4:30 – 5:00 Input from NACWA's Private Sector Affiliates**

NACWA's private sector affiliates are seeing post-pandemic trends both across the country and internationally. How has the private sector been changed by the pandemic and how are corporate practices changing to better meet client needs? Also, how do they see utilities changing their practices – in the US and abroad – in ways that can improve the operations of utilities across the board?

**Evening**

**6:00 – 9:00 Leadership Social Event**

*Prohibition  
547 King St.*

**Tuesday, November 16, 2021**

**Morning**

**8:00 – 9:00 Fall Strategic Leadership Meeting Breakfast**

*Carolina  
Ballroom* Breakfast available for all attendees.

**9:00 – 11:30 Fall Strategic Leadership Meeting**

*Carolina  
Ballroom*

**9:00 – 10:00 NACWA Advocacy Update and Priorities Moving Forward – Part 2**

In an extension of our conversation from Monday afternoon, we will continue our look at NACWA's advocacy priorities for the coming year. A particular focus will be on how environmental justice issues will impact NACWA's key clean water priorities and what the appropriate role of NACWA should be in those discussions. We will also take a deeper dive on the complexities of PFAS regulation, including the challenge of potentially divergent approaches between state and federal regulators.

**10:00 – 10:15 Break**

**10:15 – 11:30 NACWA's Role During and Emerging from the Pandemic**

The last 18 months have forced NACWA and its fellow water sector associations to lead in new, innovative, and collaborative ways. How, in your view, has NACWA done over the course of the pandemic? How do you perceive our value proposition in the wake of the pandemic? Who do we need to collaborate more with as new voices emerge on the national water scene? How can NACWA continue to provide resources to utility leaders to help them in their jobs and increase peer-to-peer sharing around vital topics without losing momentum on its core advocacy mission?

**11:30 Fall Strategic Leadership Meeting Adjourns**

*Carolina  
Ballroom*

**Afternoon**

**11:45 – 12:15 Board of Directors Luncheon  $\Delta$**

*Poinsette*

**12:30 - 2:00 Board of Directors Meeting  $\Delta$**

*Carolina  
Ballroom*