



## 2023 Utility Leadership Conference and 53<sup>rd</sup> Annual Meeting *Meeting the Moment with Transformative Utility Management*

July 11 – 14 | Omni Louisville Hotel | Louisville, KY

*All meetings are on the 2<sup>nd</sup> floor unless otherwise noted.*

Δ Board of Directors Committee

*As of July 6, 2023*

### Tuesday, July 11

*Afternoon*

**12:00 – 1:45**                      **Executive Committee Lunch Δ**  
*Germantown*

**1:30 – 4:30**                      **Registration**  
*Commonwealth  
Ballroom Foyer*

**2:30 – 5:00**                      **Committee Discussion Sessions**  
*Commonwealth 5*                      *All Conference attendees are welcome to attend the committee meetings, whether or not they are members of the committee.*

**2:30 – 3:30**                      **Biosolids Management Committee**  
*Commonwealth 5*                      For the first time in decades, EPA is busy with biosolids. With a biosolids-specific Scientific Advisory Board (SAB) pouring over EPA's proposed framework for assessing risk and a new screening tool that enables users to sift through hundreds of chemicals and determine whether a deeper review is warranted, the current way of doing things on the biosolids front is likely to change. The Biosolids Management Committee will discuss how clean water utilities can be most informed and ready for the looming regulatory trade winds ahead that could shake up how biosolids are managed.

**3:30 – 4:00**                      **Networking Break**

**4:00 – 5:00**                      **Operations Committee**  
*Commonwealth 5*                      In the past, keeping a clean water system functioning properly meant preserving the old 'out of sight, out of mind' mentality. These days, however, simply staying off the community's radar screen is no longer an option for many utilities. The infrastructure maintenance, repair, and replacement that must occur can have significant impacts on many communities. This session will focus on the policies that affect how utilities keep their infrastructure operating optimally and how utilities can communicate with the public about what this means for them.

Evening

5:00 – 6:00

Falls City Market,  
Lobby Level

Registration

5:30 – 6:30

Falls City Market,  
Lobby Level

Welcoming Reception

## Wednesday, July 12

Morning

8:00 – 9:30

Crescent Hill

Awards Committee Δ

9:00 – 11:30

Commonwealth  
Ballroom Foyer

Registration

9:00 – 10:00

Cherokee Triangle

Spouse & Guest Lounge

9:00 – 5:00

Old Louisville

NACWA Networking Lounge

*The lounge provides an opportunity to connect with your peers on during the conference.*

9:30 – 12:00

Commonwealth 5

Committee Discussion Sessions

*All Conference attendees are welcome to attend the committee meetings, whether or not they are members of the committee.*

9:30 – 10:30

Commonwealth 5

Water Quality Committee

With so many water quality issues playing out in real time – coupled with EPA addressing these issues at rapid speed often using novel regulatory approaches – it understandably can be challenging to keep up with the federal government tackling everything at once. The Water Quality Committee will dive head on into various emerging water quality issues facing NACWA members from PFAS to climate resiliency to coliphage – understanding how EPA is moving on these issues will help NACWA members navigate the regulatory playing field.

10:30 – 11:00

Networking Break

11:00 – 12:00

Commonwealth 5

Legal Affairs Committee

It's a well-known fact that lawyers do not like surprises, especially among people who have had the misfortune of catching one off-guard. But with courts revisiting longstanding legal doctrines and definitions, new sources of potential liability looming on the horizon, and permit writers getting more creative every day, uncertainty seems to be the name of the game these days. Come join us for a discussion of the major legal issues facing the clean water community today and what utilities – and NACWA – can be doing to prepare.

## Afternoon

**12:15 – 2:00**

*Commonwealth 3*

**Women's Water Network Lunch (*Separate RSVP Required*)**

**2:30 – 4:00**

*Commonwealth*

*Ballroom Foyer*

**Registration**

**3:00 – 4:00**

*Commonwealth 5*

**Utility and Resource Management Committee**

The Committee will kick off its discussion hearing from Andrew Sawyers, Director of EPA's Office of Wastewater Management, on the latest regarding the Agency's water infrastructure financing efforts. The Committee will also explore EPA's Augmented Alternatives Analysis (AAA) program, which has been used by several NACWA members to help identify opportunities for triple bottom line solutions, including benefits for underserved communities, when implementing wastewater management projects. And updates will be provided on a new effort to modernize the Effective Utility Management (EUM) attributes and a recent initiative related to workforce development.

## Evening

**5:30 – 7:00**

*Commonwealth 7 - 8  
& Foyer*

**Awards Ceremony & Reception**

Join us for a celebratory evening honoring exceptional NACWA utilities, facilities, and individuals for their efforts in management, compliance, and advocacy. The evening will begin with a festive Awards Ceremony and a not-to-be-missed multimedia presentation featuring our new and returning Platinum level Peak Performance award winning facilities. Following the Ceremony, join your colleagues in celebrating the evening's honorees at an Awards Reception.

## Thursday, July 13

### Morning

**8:45 – 11:30**

*Commonwealth  
Ballroom Foyer*

**Registration**

**9:00 – 10:00**

*Cherokee Triangle*

**Spouse & Guest Lounge**

**9:00 – 5:00**

*Old Louisville*

**NACWA Networking Lounge**

*The lounge provides an opportunity to connect with your peers on during the conference.*

**9:15 – 12:00**

*Commonwealth 5-8*

**Plenary Session I**

*Opening Remarks*

**Tom Sigmund, NACWA President 2022-2023**

Executive Director

NEW Water | Green Bay, WI

*Welcoming Remarks*

**The Honorable Craig Greenberg**, Mayor  
The City of Louisville | Louisville, KY

**9:30 – 10:30**

*Keynote Speaker*

**Figure It Out Without Burning Out**

**Erin Stafford**, Burnout & Peak Performance Speaker and Author  
San Diego, CA

**10:30 – 10:45**

**Networking Break**

**10:45 – 11:40**

**A Spotlight on Success: Showcasing the Louisville & Jefferson County Metropolitan Sewerage District**

Everyday is World Water Day at Louisville MSD! United by a common purpose, the team at Louisville MSD is committed to ensuring safe, clean waterways for the community and is investing in critical facility upgrades to address aging infrastructure, constructing massive underground tunnels to prevent sewer overflows, and using modernized technology to increase energy efficiency, reduce maintenance costs, and improve water quality. Come hear how MSD is 'meeting the moment' by supporting and uplifting its community, while continuing to deliver high quality services.

*Moderator*

**Tony Parrott**, NACWA Board Member  
Executive Director  
Louisville & Jefferson County Metropolitan Sewer District  
Louisville, KY

*Panelists*

**Zonetta English**  
Strategic Initiatives Director  
Louisville & Jefferson County Metropolitan Sewer District  
Louisville, KY

**Wes Sydnor**  
Chief of Government and Public Affairs  
Louisville & Jefferson County Metropolitan Sewer District  
Louisville, KY

**Sharise Horne**, Co-Chair, Environmental Justice Committee  
Chief of Equity & Partnerships  
Louisville & Jefferson County Metropolitan Sewer District  
Louisville, KY

**11:40 – 12:00**

**Annual Association Business Meeting**

*Commonwealth 5 - 8*

Report of the President  
Report of the Treasurer  
Election of Directors  
Proposed *Bylaws* Amendment  
Report of the Chief Executive Officer

Afternoon  
**12:15 – 2:15**  
Wheat, 3<sup>rd</sup> Floor

## Board of Directors Meeting **Δ**

**2:00 – 4:00**  
Commonwealth  
Ballroom Foyer

## Registration

**2:30 – 5:00**  
Commonwealth  
5 – 8

## Plenary Session II

### Opening Remarks

**OJ McFoy**, NACWA President 2023-2024  
General Manager  
Buffalo Sewer Authority | Buffalo, NY

**2:40 – 2:55**

## Juggling Your Priority Issues Without Burning Out

Managing your highest priority issues, whether related to workforce development, regulatory compliance, rate increases and affordability, or any number of other challenges, can be overwhelming. Trying to keep everything going without dropping the ball can be a recipe for burnout. We'll kick off our afternoon session by sharing some strategies for keeping a healthy balance.

**Maggie Frye**, Founder & Chief Executive Officer  
Core Consulting Group, LLC | Cincinnati, OH

**Jamie Holtzapfel**, Vice President of Consulting Services  
Core Consulting Group, LLC | Cincinnati, OH

**2:55 – 3:55**

## Cultivating a Resilient, Diverse, and Multigenerational Workforce – Against All Odds

For the first time ever, five generations are working together – each with different values, work preferences, and aspirations. With a significant number of knowledgeable and experienced people exiting the water sector, there is an urgency to attract, train, and sustain the workforce pipeline. This panel session will explore ways in which today's water leaders can cultivate a resilient, diverse, and multigenerational workforce, ensuring the preservation of public health and environmental stewardship for generations to come.

### Moderator

**Joanna Brunner**, Senior Management Consultant  
Arcadis | Louisville, KY

### Panelists

**Todd Swingle**, NACWA Board Member  
Executive Director  
Toho Water Authority | Kissimmee, FL

**Cristi Bickham**, Chief Administrative Officer  
WSSC Water | Laurel, MD

**Kristen Atha**, Director of Public Utilities  
City of Columbus Department of Public Utilities | Columbus, OH

**Carolyn Ross**, People Strategy Manager  
Charlotte Water | Charlotte, NC

**3:55 – 5:00**

### **From Moment to Movement – Ensuring Water Equity and Environmental Justice (EJ) Initiatives Are Embraced Universally**

It could be said that now is “water’s moment,” with renewed federal investment and a focus on meeting the needs of disadvantaged communities that have been marginalized, underserved, and overburdened, the opportunity for change is immense. But as clean water utilities work to promote water equity and EJ initiatives through their infrastructure projects and organizational change, they often face political headwinds at the state and community level. Panelists will explore the opportunities and potential barriers utilities are encountering as they strive for long-term change.

#### *Moderator*

**Victoria Johnson**, Global Equity Director  
HDR Engineering, Inc. | Atlanta, GA

#### *Panelists*

**OJ McFoy**, NACWA President 2023-2024

**Andrew Sawyers**, Director, Office of Wastewater Management  
US Environmental Protection Agency | Washington, DC

**Tony Parrott**, NACWA Board Member

**Mike Witt**, NACWA Board Member  
General Counsel  
Passaic Valley Sewerage Commission | Newark, NJ

**Ifetayo Venner**  
WEF President | Senior Vice President  
Arcadis | Riverview, FL

#### *Closing Remarks*

**OJ McFoy**, NACWA President 2023-2024

#### *Evening*

**6:00 – 7:30**

### **President’s Reception**

Muhammad Ali Center  
144 N. 6<sup>th</sup> St.

*Bus transportation to the Muhammad Ali Center will be provided. The Center is less than a mile from the hotel and participants are also welcome to walk to the event. Buses will depart at 5:45 PM and 6:15 PM. Please meet in the lobby by the Falls City Market entrance.*

## **Friday, July 14**

#### *Morning*

**8:30 – 10:30**

Commonwealth  
Ballroom Foyer

### **Registration**

**9:00 – 11:30**

Commonwealth 5 - 8

### **Plenary Session III**

9:00 – 10:15

### Using Good Governance and Getting the Best Bang for the Buck

With historic investments in water from the recent Bipartisan Infrastructure Law and the sector looking to make the best use of these dollars, governance practices are again in the spotlight. And despite federal government statements to the contrary, the new funding will not alleviate the rising costs of delivering water services and the heightened affordability challenges for low-income households across the country. This panel will discuss how utilities are reexamining governance practices and working with state and federal partners to get the most bang for the buck for their communities.

#### *Moderator/Panelist*

**Francesca McCann**, Director, Alternative Funding and Financing  
Black & Veatch Corporation | Washington, DC

#### *Panelists*

**Diane Taniguchi-Dennis**, NACWA Treasurer  
Chief Executive Officer  
Clean Water Services | Hillsboro, OR

**Dave White**, Senior Vice President and Wet Weather Practice Lead  
Wade-Trim Associates, Inc. | Cincinnati, OH

**Kim Kennedy**, Director of Engineering and Construction  
Allegheny County Sanitary Authority | Pittsburgh, PA

**Liam Cavanaugh**, Deputy Chief Executive Officer/  
Chief Operating Officer  
Metro Water Recovery | Denver, CO

10:15 – 10:30

### Networking Break

10:30 – 11:30

### The Rise of Robots and Artificial Intelligence: Is this the Beginning of a Collaborative Machine-Human Water Future or the End?

The dawn of the Artificial Intelligence (AI) revolution is upon us and billions of dollars in investments continue to pour into new projects. Advanced machine learning capabilities that use data and algorithms – like ChatGPT – are literally rewriting how business is done. As these predictive software technologies advance, the water sector stands to transform significantly. Understanding this rapidly emerging field, this panel will discuss what we know about AI and how the water sector can leverage this technology to build a collaborative machine-human future.

#### *Moderator*

**Pam Elardo**, Senior Utility Performance Advisor  
Brown and Caldwell | Seattle, WA

#### *Panelists*

**Cristina Ahmadpour**, President  
Isle Utilities | Palo Alto, CA

**Dave Rutowski**, Process Optimization Advisor  
Hach Company | Loveland, CO

**Luis Montestruque**, Principal  
HydroDigital, LLC | South Bend, IN

**Kristin Comer**, Vice President  
Greeley and Hansen LLC | Indianapolis, IN