#### **Session 1: Employee Development**

# An Ontological and Integrated Approach to Employee/Leadership Development and Succession Planning

Ann Scott-Hurst, Margaret Wyatt, City of San Diego, California

#### Risks and Rewards of the Baby Boomer Bailout

Margie Anderson, Metropolitan Sewer District of Greater Cincinnati

#### Implementing a Successful Mentor Program in Your Organization

Stuart G. Karasik, City of San Diego Public Utilities Department

### AWWA's New Certificate Program for High-Tech Operators: Addressing the Need for Effective Utility Management

Thomas J. DeLaura, Tony Wachocki, Westin Engineering, Inc.

#### Engineers Are From Mars, Utilities Are From Venus: Building Better Relationships Between Utilities and Their Engineering Partners

Rob McElroy, Daphne Utilities

#### **Session 2: Energy Management**

### Calculating Your Utility's Carbon Footprints and It's Impact on Your Budget Peter Binney, Ann Casey, Black & Veatch Corporation

# Carbon Footprinting for Water Utilities: Effective Energy Management to Save Money and Decrease Your Greenhouse Gas Emissions!

Harold Reed, American Water

# A Framework of Decision Support for Utility Sustainable Energy Management Steve A Conrad, Simon Fraser University; Murray Hall, Australian Commonwealth Scientific and Industrial Research Organization; Terry Brueck, Jack Geisenhoff, EMA, Inc.

### Energy Efficiency Programs for Water and Wastewater Utilities Joe Dysard, R.W. Beck, Inc.

#### **Session 3: Long Term Financial Planning**

### **Proactive Financial Responses Improve Performance During Challenging Financial Times**

Mike Matichich, CH2M HILL, Inc.

# **Viability of Long-Term Concessions for Municipal Water and Wastewater Utilities** Edward D. Wetzel, *R. W. Beck, Inc.*; R. Ray Kljajic, *Citigroup Global Markets, Inc.*

### Utility Organizational Structure Alternatives: A Case Study of the Sacramento County Department of Water Resources

Nicholas Almeida, Robert Grantham, Pam Bissonnette, FCS Group

#### **Session 4: Workforce Strategies**

#### The Road Less Traveled: Establishing Performance-based Pay for the Entire Utility

Gary Sheely, City of Lima Utility Department, Jennifer Myers, Dave Hill, Brown and Caldwell

### How to Find and Keep Good People in a Bad Economy: Becoming the Bear Bryant of the Utilities Industry

Rob McElroy, Daphne Utilities

### The Littleton-Englewood Wastewater Treatment Plant Knowledge Management Initiative: Using an On-line Manual to Capture Knowledge

Cindy Goodburn, Greg Farmer, *Littleton-Englewood Wastewater Treatment Plant*, Mike Rousey, *Brown and Caldwell* 

#### **Session 5: Building Successful Stakeholder Relationships**

#### **Multi-Pronged Stormwater Outreach Program**

Christina Montoya, El Paso Water Utilities; Patricia Tennyson, Katz & Associates

#### Caples Lake Main Dam Outslet Works Repair Project: Nexus of Seven EUM Attributes

Ane D. Deister, Brown and Caldwell; Deanne Kloepfer, El Dorado Irrigation District

### **Developing Positive Stakeholder Relationships During Design of the Banner Cascade Pipeline Project**

Gary King, Brian Powell, Nevada Irrigation District; Simon Gray, Hatch Mott MacDonald; Jennifer Glynn, RMC Water and Environment, Inc.

#### **Session 6: Developing a Strategic Asset Management Program**

### Leading Asset Management Practices Helps Utilities Optimize Their Asset Life Cycle Cost

Linda Blankenship, Terry Brueck, Frank Godin, *EMA, Inc.*; Walter Graf, *Water Environment Research Foundation* 

#### **Strategic Asset Management Planning for Separate Storm Sewers** Steve Leo, *Gwinnett County, GA*

### Using an Asset Management Program to Support Financial Analysis and Long Term Planning

David Sklar, Red Oak Consulting (A Division of Malcolm Pirnie); S. Ivan Velez, Lee County Utilities

# Case Study: Achieving CMOM Objectives with a Limited Budget Through Applied Asset Management

Marc W. Yarlott, Ryan Johnson, Veolia Water North America

#### Session 7: Ensuring Operational Resiliency and Optimization through Internal Control

# **Ensuring Operational Resiliency and Optimization through Internal Control - An Introduction to the COSO Internal Control Integrated Framework**

Robert K. Miller, Sewerage and Water Board of New Orleans

# Ensuring Operational Resiliency and Optimization through Internal Control - Louisville Water Company Approach to Internal Control

Robert K. Miller, Sewerage and Water Board of New Orleans; Amber A. Halloran, Louisville Water Company

### Ensuring Operational Resiliency and Optimization through Internal Control - OWASA Internal Control Review - A Case Study

Robert K. Miller, Sewerage and Water Board of New Orleans; Edward J. Donahue III, Municipal and Financial Services Group

#### **Session 8: Tackling Today's Top Management Challenges**

#### **Tackling Today's Top Management Challenges**

Jim Ginley, Malcolm Pirnie/Red Oak Consulting

#### **Tackling Today's Top Management Challenges**

Kerry Jones, Aneurin Hughes, Cardno Pty Ltd

#### Session 9: Community Sustainability through Infrastructure Planning

#### The Energy-Water Nexus and Your Utility

Lynn Adams, R. W. Beck, Inc.

# Sustainability Taking the Spotlight - How the City of San Jose, CA is Using Sustainability to Embrace the Master Planning Process

Priscilla Bloomfield, *Carollo Engineers*; Bhavani Yerrapotu, Kirsten Struve, Matt Krupp, *City of San Jose, CA* 

### Incorporating the Three Pillars of Sustainable Design into the Sugar Creek WWTP Expansion Project

L. Kevin Mosteller, HDR Engineering; Jackie Jarrell, Charlotte Mecklenburg Utilities

Opening the Golden Gate: San Francisco PUC's Sewer System Master Plan Uses the Five Keys of Management Success to Unlock Current and Future Challenges Sarah Deslauriers, Steve McDonald, Cara Wilson, Carollo Engineers; Jon Liacono, San Francisco Public Utilities Commission

#### **Session 10: Leadership Development**

Creating High Performing Teams: Why Some Teams Fail to Get Off the Ground Before They Start and What You Can do to Prevent That From Happening David M. Mason, *Infrastructure Management Group, Inc.* 

#### **Attitude Reflects Leadership**

Christina King, Colorado Springs Utilities

### How and Why to Engage Employees: It's Key to Continuous Improvement and Effective Utility Management

Kin Hill, William Koopman, Charleston Water System; Alan Manning, EMA, Inc.

#### Session 11: Customer Satisfaction

#### **Optimizing the Customer Contact Center**

Myron Olstein, Amawalk Consulting; Linda Reekie, Water Research Foundation

#### **Utility Benefits of Incorporating Customer Feedback**

Robin J. Casale, American Water, Linda G. Shea, Opinion Research Corporation

# Introducing AWWA's New Customer Service Certificate Program: Making Customer Service a Top Management Priority

Kathleen Gillespie, Westin Engineering, Inc.

#### Can You Hear Me Now? Creative Marketing to Your Captive Audience is the Key to Success

Rob McElroy, *Daphne Utilities* 

# Session 12: How Washington D.C. and California are Advancing the Energy/Water Linkages

How Washington D.C. and California are Advancing the Energy/Water Linkages Cynthia Lane, *American Water Works Association* 

#### **Session 13: Innovative Approaches from Utility Support Services**

#### **Strategic Sourcing: Leverage Your Purchasing Power**

W. Richard Guyer, American Water

# A California Wastewater Utility Success Story: Pooling Risks to Reduce Liability Exposure and Insurance Costs

Robert Reid, West Valley Sanitation District, Seth Cole, Alliant Insurance Services, Inc.

Plug the Revenue Leak: A Case Study on Utility Billing Operations Optimization Prabha Kumar, Black & Veatch; Kash Srinivasan, City of Wilmington, DE

Using Risk-Based Techniques to Optimize Utility Business Processes Steve McNicol, *CH2M HILL OMI*; Cal Leckington, *CH2M HILL, Inc.* 

#### **Session 14: Financial Viability for Consent Decree Orders**

### The Utility Management Toolset: How Virginia Beach Positioned For Consent Order Compliance

David Ihde, City of Virginia Beach Department of Public Utilities; Theresa Benson, Ricardo Campos, Brown and Caldwell

# Financial Capability Assessment Revisited: Structuring Consent Decrees to Recognize Capital Financing Constraints and Market Change

Eric Rothstein, Galardi Rothstein Group

An Environmental Services Financial Sustainability Model for CSO Compliance Martin Grate, Andrew Brott, *City of Omaha*; Carol Malesky, Kees Corssmit, *Red Oak Consulting, a division of Malcolm Pirnie, Inc.* 

# Quantifying Risk in Project Procurement: Case Study - Pima County Regional Wastewater Reclamation Department

Harold Smith, Raftelis Financial Consultants, Inc.

Session 15: Regional Collaboration: A Path to Future Success?

#### Regional Collaboration: A Path to Future Success?

Liz Kelly, Seattle Public Utilities

# **Session 16: Improving Performance Through Effective Measures and Business Intelligence**

Improving Performance Through Effective Measures and Business Intelligence Douglas A. Spiers, *Westin Engineering, Inc.* 

Session 17: Financial Viability - Can Budget or Individualized Water Rates Work for You?

#### **Cost of Service and Legal Consideration**

Paul Matthews, Sean Swe, Red Oak Consulting

# Irvine Ranch Water District's Allocation Based Rate Structure – The Foundation of a Successful Water Use Efficiency Program

Paul D. Jones, Fiona Sanchez, Irvine Ranch Water District

# Water Budgets/Tiered Rates Development and Implementation – As Approached by the Eastern Municipal Water District

Chuck Rathbone, Eastern Municipal Water District

### Implementing a Water Budget Rate Structure — The Castle Rock Approach Rick Wilkey, *Town of Castle Rock*

#### Water Budget Rates - The Other Side of the Panacea David LaFrance, *Denver Water*

#### **Session 18: Risk Based Approaches for Asset Management**

#### Balancing Risk and Funding: Risk-Based Capital Program Management Richard Jacobs, Sonny Jacobs, *The Water Works Board of the City of Birmingham*; Jason Carter, David Sklar, *Malcolm Pirnie, Inc.*

#### Achieving Infrastructure Sustainability by Using Criticality to Guide Condition Assessment of Force Mains in an Enforcement Environment

Phil Hubbard, *Hampton Roads Sanitation District*, Richard Stahr, Kelly Derr, *Brown and Caldwell* 

# Improving Infrastructure Stability by Consistently Assessing Asset Condition, Consequence of Failure, and Risk.

Celine Hyer, Malcolm Pirnie

#### Water Mains are Outta Sight - The Need for Transparency in the Renewal Decision Process

Earl Schneider, Hatch Mott MacDonald

#### **Session 19: Innovative / Best Practices for Distribution Systems**

#### A Process and Criteria for Distribution System Optimization

Steven Seidl, Mark LeChevallier, *American Water*, Melinda Friedman, *Confluence Engineering Group, LLC*; Gregory Kirmeyer, Jason Lemieux, *HDR Engineering*; Jan Routt, *Jan Routt & Associates* 

**Utility Mobile Resource Management: Water Research Foundation Study Findings** Christopher T. Stern, *Trimble Navigation Ltd.* 

# The Straight Forward Application of Reliability Centered Maintenance for Optimizing Collection System Performance

Deborah Rose, Metropolitan Council Environmental Services: Samuel Paske, Brown and Caldwell; Anthony M. Smith, AMS Associates

#### Session 20: What Does "Being Competitive" Mean to Utility Managers?

Papers for this session are not available. This session was designed to be interactive and contain the latest up-to-date information.

#### **Session 21: Meet Stakeholder Expectations**

Transparency is the New Legitimacy - Public Utilities and Public Perception John Rosendahl, *Brown and Caldwell* 

Cloud Computing, Twitter and Texting: What's a Water Utility To Do? Irwin Jankovic, *Metropolitan Water District of Southern California*; Myron Olstein, *Amawalk* 

Transparent Cost of Service - Six Keys for Successful Stakeholder Involvement Paul Matthews, Jennifer Ivey, *Red Oak Consulting* 

SAWS Addresses the Attribute of Stakeholder Understanding and Support Harold Smith, *Raftelis Financial Consultants*, *Inc.* 

**Session 22: Incorporating the Ten Utility Attributes to Optimize Utility Operations** 

#### Measuring Your Utility's Performance with the Ten Attributes

Terrance Brueck, *EMA*, *Inc.*; John Anderson, *AWWA QualServe Program*; Gwendolyn Hargrove Ruff, *Columbus Water Works* 

# Focus on the Future: Redesigning the US EPA's Clean Water Act Recognition Awards Program

James Horne, US EPA

#### Using EUM to Drive the Management Process - Central Arkansas Water Experience

Graham Rich, Central Arkansas Water, George Raftelis, Raftelis Financial Consulting, Inc.

# Fairfield-Suisun Sewer District and the Cities of Fairfield and Suisun City Coordinate for Sewer System Management Success

Marcie Bodeaux, Fairfield Suisun Sewer District, Carrie Del Boccio, Gisa Ju, RMC Water and Environment

#### Session 23: Water Reuse Pricing / Water Resource Planning

Reclaimed Water Pricing Using Triple Bottom Line - Objectives and Approaches for Pricing Reclaimed Water

Todd Cristiano, Red Oak Consulting

#### **Funding Recycled Water in the Silicon Valley**

Mike Kazanjy, Robb Grantham, FCS Group

#### **Building Consensus during the Development of a Uniform Wholesale Water Contract**

Frank Crumb, City of Fort Worth; Dave Yanke, R.W. Beck, Inc.

#### **Session 24: Data and IT Needs for Asset Management**

### Integrating GIS, Hydraulic Modeling, Failure Forecasting, and Planning Software to Better Build R&R Mousetrap

Seth Garrison, Jennifer Wilson, Annie Vanrenterghem-Raven, James Carolan, CDM

# Leveraging GIS & Hydraulic Modeling for Prioritizing Water and Sewer Renewal and Replacement

Adam Simonsen, MWH Soft

Developing a CIP using a Deterioration Modeling and Field Sampling Approach Constantin Banciulescu, *The Metropolitan District*; Len Sekuler, *Red Oak Consulting, a division of Malcolm Pirnie* 

Leverage Your Existing CMMS as Your Asset Management System Chris Saill, *Critigen*; Cal Leckington, *CH2M HILL, Inc.* 

The City of Scottsdale's Buried Pipeline Asset Management Program Optimizes Data Management for Improved Decision-Making

Richard A. Humpherys, Scott L. Anderson, Carollo Engineers