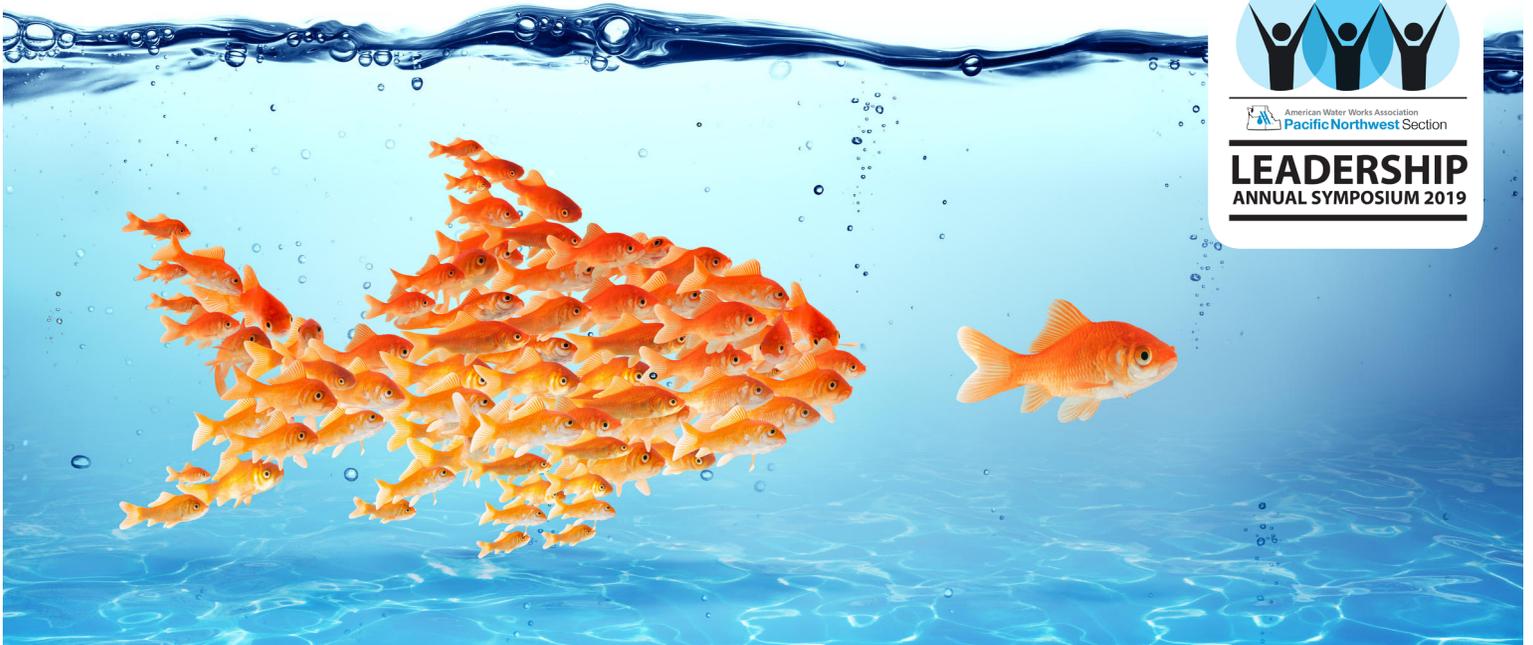


2019 PNWS-AWWA LEADERSHIP SYMPOSIUM

September 26 - 27, 2019 | Yakima Convention Center



Symposium Program

THURSDAY, SEPTEMBER 26 - GENERAL SESSION / YP SUMMIT

8:00 - 9:30 AM

🔹 **George Hawkins** (Former CEO, DC Water)

Room **C**

9:30 - 10:00 AM | BREAK

10:00 - 12:00 PM

🔹 **Young Professional Summit**

Room **FGH**

10:00 - 11:00 AM

🔹 **You Have Two Choices:
Complain About Your Bureaucracy, or Do Something About It**

Marshall Thompson | Room **C**

11:00 AM - 12:00 PM

🔹 **Panel Discussion – Evolving Utility Management Styles**

George Hawkins | Room **C**

Panelists: Jeff Clarke - Alderwood Water, Marshall Thompson - Suez Idaho, Jason Canady - City of Grants Pass, George Sidhu - Skagit PUD, Michael Stuhr - Portland Water, Zella West - Nob Hill Water, Scott Dewhirst - Tacoma Water

12:00 - 1:00 PM | LUNCH

AFTERNOON BREAKOUT SESSIONS

1:00 - 5:00 PM

🔹 **Young Professional Summit**

Room **FGH**

1:00 - 1:55 PM

🔹 **Introduction to Management - Becoming a Supervisor**

Room **100/600**

You Want to Be a Supervisor or a Manager, But Are You Really Ready? – Randy Black

The presentation is to review some of the aspects of the responsibilities that are associated with being a supervisor. To have the audience think about areas of importance of education, training, and being mentored in understanding what's needed before she or he applies for the supervisors position. Its important to think about whether applying for the supervisors position is the right fit for you. Also, we discuss the importance of honest self analysis in understanding your strengths and weakness. Setting goals in an effort to enhance and improve.

🔹 **Moving Into Mid-Level Management**

Room **300/400**

Leading Diverse Teams – Ann Hajnosz

A “perfect storm” is descending on the water industry: 1) infrastructure that is at or beyond its useful life; 2) technological changes advancing at an ever growing pace and 3) demographic changes on a scale that we have not seen before. We will need “all hands on deck” to continue to full our mission of providing safe, reliable water to the millions who depend on it – and we’ll have to do it in a way that is affordable for all. In this new normal the key to success is learning how to lead diverse teams. What do I mean by “diverse teams”? In this context diversity refers to teams of individuals with different backgrounds, perspectives and ideas. You will likely be asked to lead diverse teams with different functions at a water utility; different age groups; different backgrounds and even people with different roles outside of your organization. As an aspiring leader how will you inspire, steer, communicate, manage, correct, and ultimately lead your team to success?

1:00 - 1:55 PM | AFTERNOON BREAKOUT SESSIONS (Continued)

💧 Moving Into Mid-Level Management

Room 300/400

Challenging Times Call For Multiplying Leaders – Stephen James

37% of current water industry workers will retire in the next 10 years without enough new employees in the pipeline to replace them. Aging work force and talent attraction are challenges number 7 and number 11 on AWWA's 2018 State of the Water Industry report. That means retaining and getting the most out of your employees will be one of the top management challenges of the next 20 years. Despite the commitment often seen with water professionals, there is likely room for improved performance. Gallup estimates 13% of employees are "actively disengaged" and 53% are "not engaged" (just showing up). The best managers have been shown to get more from their staff. Research has provided two models that help grow a more productive and engaged staff:

- Autonomy, Mastery, and Purpose (AMP) helps define the three keys to unlocking employee motivation
- Multipliers are great managers who have been shown to provide up to 2x the productivity from their teams.

💧 Executive Leadership – General Managers & Officials

Room AB

Evolving Utilities to Meet the Needs of a Changing World – Nicki Pozos

Utilities face a changing world, where needs chronically outpace funds and challenges are both complex and interconnected. Leaders also face pressure from within, as younger generations and diverse populations push against traditional hierarchies. This presentation focuses on how can evolve the way we do business within our existing hierarchal structures. We can increase engagement, create new opportunities to increase equity, and embrace partnerships as a way of life.

Communication. Culture. Change. – Dan Sleeth

Covington Water District (CWD) has invested in solid foundations such as water supply, infrastructure, and various O&M programs. CWD has committed to three areas of investments - community, infrastructure and employees with continuous improvement as an overarching theme. While proactively preparing to face various challenges that may affect the District's ability to deliver a reliable supply of clean and safe water, staff identified improvement opportunities which stand in the way of CWD getting from good to great. These areas of improvement center on communication, change and culture. Join us to learn how the CWD team approaches opportunities to improve agency-wide communication and culture while striving to retain and recruit a skilled and dynamic workforce through times of change.

1:55 - 2:05 PM | BREAK

2:05 - 2:55 PM | AFTERNOON BREAKOUT SESSIONS

💧 Introduction to Management – Becoming a Supervisor

Room 100/600

Volunteer into Leadership – Kristin Kihs, Brenda Lennox

How do you show your supervisor you are ready for leadership? How are you considered for a leadership role with no experience? Through volunteering! Learn how volunteering can teach valuable leadership skills, hone your presentation skills and open doors to new opportunities in your career. Understand permission leadership and gain the skills to motivate and share your vision.

💧 Moving Into Mid-Level Management

Room 300/400

Manage Your Network and Time to Facilitate Your Professional Growth – John Roth

Is your work just a job or a career? Leadership buzzwords are things like network, volunteerism, opportunity, growth. This session's purpose is to translate those words into practical steps that are meant to leverage and manage your experiences to benefit your career path. To set yourself up, prepare and put into place building blocks for career advancement. Where/how do you volunteer, whom do you know and have relationships with that help promote your personal development.

Budget Process Overview – Caren Gallion

Budgets are a vital part of management for utility systems. We will review the budget process from a high level, including discussing why we budget, and why budgets are an important management tool. From there we will overview the budget creation process. Once created effective monitoring of budget to actual will help determine overall success within the utility.

💧 Executive Leadership – General Managers & Officials

Room AB

The Power of Mentorship: Equipping the Next Generation for Success – Karstin Jacobson

There is a noticeable generation gap in our industry, with senior technical and operational staff on the cusp of retirement, contrasting a younger generation entering the workplace, unsure of career paths and growth potential. How are we actively passing down the wisdom and expertise of the experienced staff to equip the younger generation to be successful? This presentation will engage in the topic of mentorship and the benefits of implementing a structured programs to empower staff towards deeper understanding of developing a career path, work-life-balance, networking, leadership, and technical development.

Capitalizing on Generational Strengths – Chris Young

There are currently five generations occupying our workforce. Generational Handoff (GH)/Succession Planning (SP) is pivotal to an organization's evolution and success, involving every individual from each generation and background. This presentation discusses the steps taken at a mid-size engineering firm, Murraysmith, to instruct and improve its approach to, and inclusion of, GH/SP. Murraysmith recognizes the importance of GH/SP through its core values and has incorporated GH/SP as part of its Corporate Social Responsibility (CSR) Program. You will learn the results of our polling that reveal surprising (and not-so-surprising) similarities and differences between the five generations in our workforce.

2:55 - 3:05 PM | BREAK

3:05 - 3:55 PM | AFTERNOON BREAKOUT SESSIONS

Introduction to Management – Becoming a Supervisor Room 100/600

Situational Leadership: Flexing Your Leadership Style to the Willingness & Ability of Your Team – Katie Dillon

Situational Leadership is a leadership style developed by Kenneth Blanchard and Paul Hersey. At its core, the theory of situational leadership means that there is no “best” or “one size fits all” type of leadership. Instead, to be most effective, a leader should flex their leadership style in response to the willingness and ability that their staff is presently demonstrating. This presentation will cover the four stages of “Performance Readiness” that staff present, and the “Leadership Response” level required for each stage. Everyday our water professionals are tasked with leading staff and teams who demonstrate varying levels of “readiness” to complete a task. This presentation will help leaders gauge their staff’s willingness and ability, and help them to respond with the appropriate leadership style.

Lead Like Dabo – Dan Sleeth, Kristin Kihs

Lead like Dabo: “The only disability in life is a bad attitude”. This presentation will guide the audience on how to be the best leader possible and coach a winning team. Whether an operator, manager, sales person or consultant, we lead every and need the skills to be successful. Learn how to be “All In” and leave with strategies to maximize your leadership potential and your team’s success.

Moving Into Mid-Level Management Room 300/400

A New Age for Utility Services: Remaining Relational Amidst Unrelenting Pressure to be Operational – Brenda Lennox

Utilities in today’s world need to embrace diversity, inclusion, and soft skills to meet customer expectations. A successful organization requires every profession - not only engineers or technical staff to meet today’s customer expectations.

Executive Leadership – General Managers & Officials Room AB

Do You Have the Time? – Dan Kegley

Time and capacity are struggles shared by all managers. When is it appropriate to delegate and when is it appropriate to say no? In guiding the direction of multiple departments critical paths must be followed to insure success. I will share personal experiences and learned practices that have helped me manage multiple departments and organizations.

3:55 - 4:05 PM | BREAK

4:05 - 4:55 PM | AFTERNOON BREAKOUT SESSIONS

Introduction to Management – Becoming a Supervisor Room 100/600

So You’re Thinking About Going BACK to School? – Chris Guest

This presentation will explain the critical thinking and decision making process when considering going back to school for continuing education and career development. This presentation is written from the perspective of a water treatment operator who has been working in the industry for 8 years before making the decision to return to college in search of his MBA. The goal of the presentation is to provide clarity and encouragement in the analysis process for individuals thinking about returning to school. It will offer advice on the personal, professional, and financial considerations that are among the many factors that need to be considered by individuals thinking about continuing education. In addition, resources will be highlighted such as; financial aid, tuition reimbursement, scholarships, mentorships, and other various learning resources.

Strategies for Providing Safety Leadership – Mike Jacobs

Every organization wants their staff to go home safely at the end of each day. Enforcing regulatory compliance is not enough to achieve this goal. Leaders must develop a strong safety culture that promotes continuous improvement beyond compliance. This presentation will provide leadership strategies for developing an organizational attitude that no job is so important that you can’t take the time to do it safely.

Moving Into Mid-Level Management Room 300/400

Water System Workforce Transitions and the Lake Oswego-Tigard Water Supply – Kari Duncan

Water construction projects create great challenges for system staff that must maintain water supply and quality while also starting up the new facilities that are constructed. The Lake Oswego Tigard Water Project replaced a 16 MGD treatment and Supply system with a 38 MGD system between 2014-2017. This presentation will review the staffing transition plan that was implemented to address the major changes in capacity and treatment technology of the system and transition through staff retirement and turnover.

Moving Leadership to a New Organization: Trials, Tips, and Advice – Pat Everham

Moving from an organization that I was at for 22 years to a new organization that I have been at for 2 years. Discussion of the trials encountered, lessons learned, and tips/advice on making these moves. Discussion about sometimes you have to move out to move up and what that entails. Discussion about team building in these kinds of circumstances.

Executive Leadership – General Managers & Officials Room AB

It’s Just Email: Public Records & Meetings Laws – Laura Schroeder

The responsibilities of a certified operator in managing a water system necessitate an understanding of public records laws, public records retention requirements, and how to communicate with regulators. In a world of public records requests, emphasis on access to records, and heightened concern over drinking water safety, ensuring an understanding of public records laws can ease a public agency’s relationship with its constituents. Additionally, the pursuit of managerial and leadership opportunities requires knowledge of public meetings laws and an understanding about how to effectively communicate with the decision-making body of a public entity. This presentation will cover compliance with both public records and public meeting laws, and will include practical implementation strategies.

5:00 - 6:00 PM

SPONSORED NETWORKING RECEPTION

FRIDAY, SEPTEMBER 27 - GENERAL SESSION

8:00 - 9:30 AM

🔹 **Once Upon a Time: How and Why Leaders Must Become Great Storytellers** **Sam Davidson** | Room C

9:30 - 10:00 | BREAK

10:00 - 11:00 AM

🔹 **Listening Intently, Understanding Completely** **Erick Kountz (Oregon Lottery)** | Room C

11:00 - 12:00 AM

🔹 **Intergenerational Communication Panel Discussion** **Sam Davidson** | Room C

Panelists: Chris Wanner - Portland Water, Ann Hajnosz - Harris & Associates, Nicki Pozos - Barney & Worth, Erick Kountz - Oregon Lottery, Michael Lubovich - Kennedy Jenks, Meredith Noble - Seneca Works

12:00 - 1:00 PM | ROOM D | LUNCH

AFTERNOON BREAKOUT SESSIONS

1:00 - 1:55 PM

🔹 **Introduction to Management – Becoming a Supervisor** **Room 100/600**

Presenting to Your Board - Communicating Technical Topics to Non-Technical People – Jason Canady

This presentation is designed to assist managers and operators prepare presentations on technical material which can be understood by non-technical people. As managers we are often tasked with presenting very technical information to board members that may not have a background in water and wastewater. It is easy to provide too much or too little information. My presentation will guide users through common mistakes (made by me) and how to avoid them. A good presentation can be the difference between getting a project funded or rates increased or even staffing levels improved while a bad one can stop a project before it even starts.

🔹 **Moving Into Mid-Level Management** **Room 300/400**

Beginners Guide to Reading Financial Statements – Caren Gallion

Financial literacy is a vital role in managing utilities. We will review a full set of financial statements and explore the differences in each statement, the purpose of each statement, and how to interpret it. We will also discuss how each statement relates to the others and why they must be taken as a whole to understand the entity's financial condition.

🔹 **Executive Leadership – General Managers & Officials** **Room AB**

Turning a Vision Statement Into an Organization's Mission – Jeff Clarke

Creating and maintaining a strong, productive organizational culture is critical to building an outstanding organization to serve the public. It requires having a clear picture of why the organization exists, and establishing a narrow focus on the people it serves. This must then be cast in terms of that group's future needs in light of a changing physical, economic, and cultural environment to develop a Vision Statement that communicates clearly to the staff the why of what they do every day. But that is only the start. Crucial to success is a management team that lives the Vision Statement every day. Mr. Clarke will speak about how he uses recruitment, training, development of work programs, coaching, policies, and various forms of communication to drive pursuit of the Mission, and the keys to building a culture that is not only productive for the customer but positive for employees in every way.

1:55 - 2:05 PM | BREAK

2:05 - 2:55 PM | AFTERNOON BREAKOUT SESSIONS

🔹 **Introduction to Management – Becoming a Supervisor** **Room 100/600**

Brand Your Social Media for Success – Jill Hoyenga

Whether we like it or not, our social media presence has become an important facet of our professional presence. Learn some ways to build your social media brand in a way that contributes to your professional success. Become able to avoid common social media pitfalls. Develop decision making criteria to make your time on social media fun rather than fraught.

Persuasive Communication & Your Back Pocket – Doug Schlepp

How to effectively manage or contribute to an effective project as the primary inspector or special inspector/observer.

🔹 **Moving Into Mid-Level Management** **Room 300/400**

Women in Leadership: Bend, Don't Break! – Kim Reid, Cynthia Lamothe, Cheryl Capron

Presentations and a panel discussion by three women who have persevered through family commitments to find a place in management. Women with technical backgrounds, but who suspended or modified their careers to raise children, have practical experience in management and leadership. As water utilities look to fill supervisory roles vacated by retirees, there is an untapped, experienced work force looking for a professional reboot. Overcoming the view that the only career path is a straight and continuous one up the ladder is the greatest challenge.

🔹 **Executive Leadership – General Managers & Officials** **Room AB**

Strategic Communications for Government Leaders – Tony Andersen

In the digital era of 24/7 news cycles, smart phones and social media, and new ways of accessing and absorbing information, government leaders and public officials are at a crossroads. No more is simply posting information to a website enough to break through the digital noise and connect with customers and the public in a meaningful way. In order to build public trust and meet communication goals, government leaders have the opportunity to evolve how we approach communications and think more broadly about what tools are available to help make our jobs more efficient. This presentation will focus on crafting a strategic communication plan that adapts to the current landscape while planning for future success.

Making A Large Impact With A Little District – Jamie Porter

Stuck between a growing city and the McKenzie River, the District had limited opportunities for new development. After lobbying for a change to state law, partnerships with three other small water systems were formed to create a small network of utilities. Collaboration has provided economies of scale, allowing the District to share management and operational expertise. The District benefits from diverse projects and supplemental revenue, improving employee recruitment and retention efforts.

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