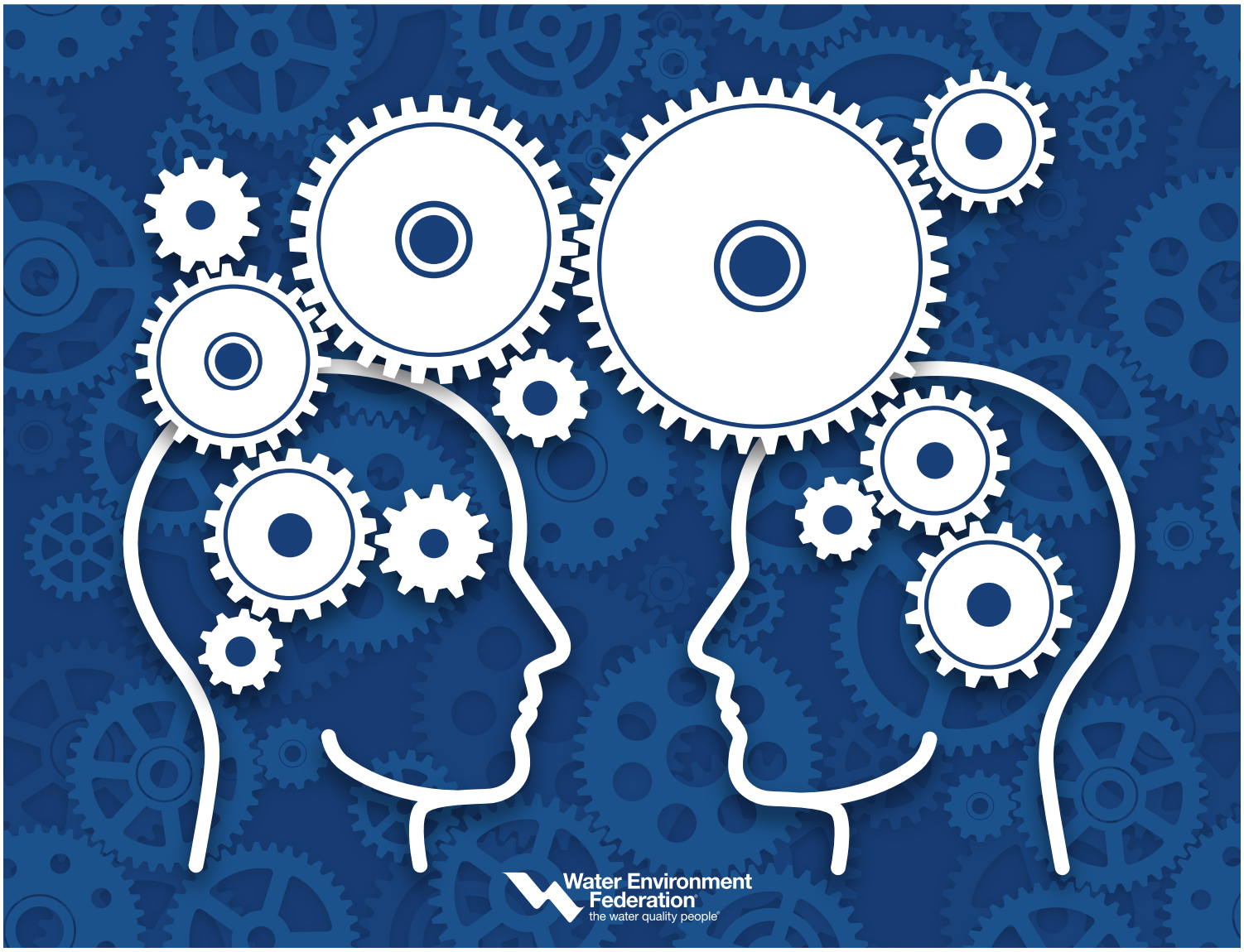
Partnering for IMPACT

Session Report

November 18-19, 2016
San Francisco, California



Water Environment Federation
the water quality people

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Section 1. Overview

The purpose of this session was to bring together some water sector organizations to talk about more effective partnering for greater impact within the industry.

The idea for the meeting came as an opportunity to expand a WEF Board retreat with an initial focus on more purposeful collaboration with West Coast partners. Based on the methodology used, the participants helped identify goals for the meeting which included to:

- Build relationships among organizations and individuals, and learn from one another;
- Talk about how to better serve the water sector, potentially through more intentional collaboration or through decreasing real or perceived barriers to cooperation;
- Be as inclusive as possible, recognizing that not all major water sector organizations and potential partners were present at the event.

WEF President Rick Warner and the WEF staff team partnered with Annyse Balkwill, President of the LuminUS Group, to create a unique and collaborative experience. Annyse recommended a facilitation method called Open Space Technology (OST) to discuss:

- How do we collectively address the current and future water needs knowing we can imagine, create and innovate better together?

- This will be an opportunity to share and co-create ideas, to build foundational relationships to discuss how we might collaborate to move work forward.

- AND to have thought provoking and interesting conversation resulting in a day and a half of FUN.

Since not all potential partners and/or key water sector organizations were present at the meeting, the participants agreed to widely share information about the meeting and a record of the ideas captured. The intent is to help expand the circle of collaboration.

Reactions included the following insights from the meeting:

- We were surprised we didn't all know each other very well;
- We learned we share many common aspirations and goals;
- It was refreshing to be able to "step out of the weeds" and learn what else is going on in the industry;
- We enjoyed having the time dedicated to these conversations and we felt that some new ideas were surfaced;

- The process contributed to the success of the gathering and allowed time and space to talk about all the important things we wanted to share and hear about.

Some specific participant perspectives included:

"What a great opportunity to network and build relationships that will help us better tackle critical challenges facing the water industry. I'm so appreciative that WE&RF was involved at the ground level and look forward to working with all of the partners to make a positive impact on our industry in 2017 and beyond." Melissa Meeker, WE&RF Executive Director

"It was a superb experience to see all of these water leaders in a room, thinking through difficult problems, working out how change might be achieved, and committing to carrying their commitments through in 2017 and beyond. This group has the potential to transform the water sector, and it was a privilege to see them at work." Tom Ferguson, Vice President Programming, Imagine H2O

"Partnering for Impact proved to be a highly successful event based upon the participant's passion and commitment. I learned that my water-sector colleagues have very similar visions and goals, and by working more purposefully together, we are likely to achieve even more ambitious goals. I welcome others to join this process and I am committed to moving our aspirations into action - together." Rick Warner, WEF President | Senior Engineer, Washoe County Community Services Department

As the session concluded the participants agreed to:

- Continue working together and make progress on the ideas identified at the meeting;
- Share the insights from the meeting as widely as possible within the water sector;
- Welcome those who are interested to learn more and join us as we move the forward.

Section 2. The Process

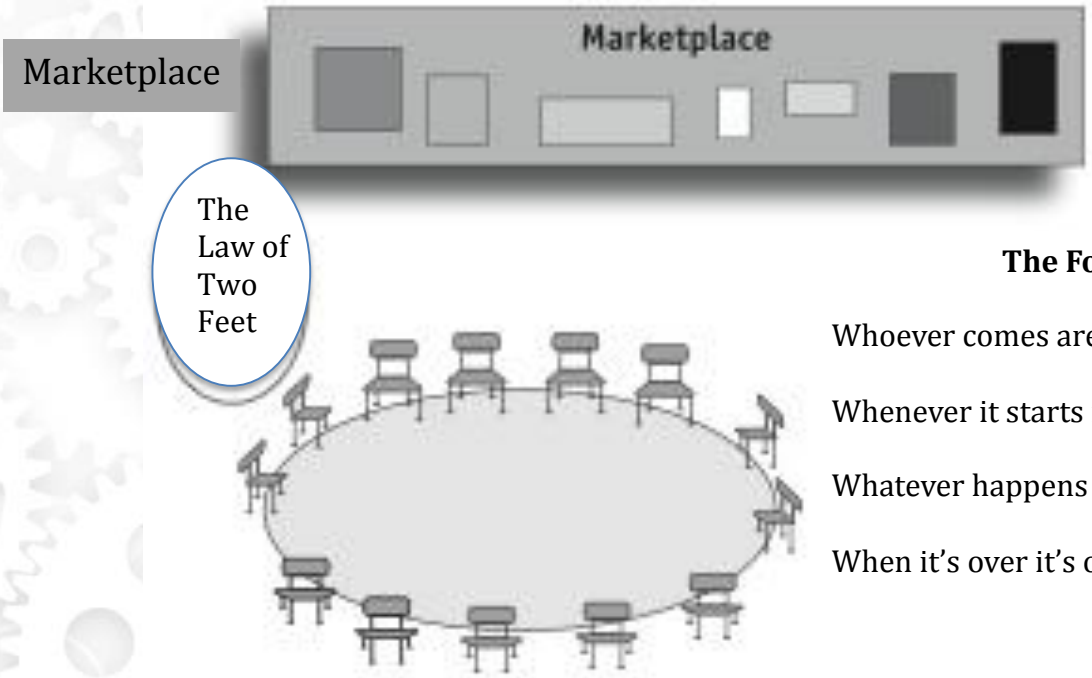
The facilitator, Annyse shared the session theme and invited the group to honor the Principles of Authenticity by Angeles Arrien as she shares in her book, *The Four Fold Way,* throughout their discussions. She then opened the space and welcomed the principles of Open Space Technology into the room.

The Principles of Authenticity are:

- Choose to show up and be present
- Pay attention to what has heart and meaning
- Tell truth without blame or judgement
- Be open to outcome, not attached to outcome

Open Space Technology

“"Open Space Technology" is the name given to a meeting without a predetermined agenda. Developed in the late eighties by Harrison Owen, an Episcopal priest from Maryland, U.S.A., this meeting methodology is now used around the world as an effective process for facilitating learning and change in both organizational and community settings. It is a very effective way to support the collective wisdom of large groups to emerge and to work with mind, emotion, spirit and body to uncover possibilities for action.” *Michelle Cooper, President Integral Visions Consulting Inc.*



The Four Principles

Whoever comes are the right people

Whenever it starts is the right time

Whatever happens is all the could happen

When it’s over it’s over

“www.dev.change-management-toolbook.com”

The Law of Two feet enabled each participant to attend the discussion in which they had the most passion for, wanted to contribute to or wanted to learn from. If they were no longer contributing to or learning from a discussion they had the freedom to go to another. The group co-created the agenda, set the schedule and dove into the discussions. The person who created the topic or question was asked to kick off the discussion and to ensure that notes were taken and submitted for the report. The rest of the day was spent in meaningful conversations.

A list of the topics and reports can be found in the table below and the details of the reports can be found in Appendix 1:

Table 1: List of Open Space Technology Reports

	Discussion Topic	Convenor
1	Premise Plumbing Water Quality	Guy Carpenter
2	Resources, Research, Technology, Workforce	Jackie Jarrell
3	Collaboration	Melissa Meeker
4	How do we align activities to have the maximum impact on "adjacent entities" to the water sector	Doug Owen
5	Culture	Melissa Meeker
6	Move from permit compliance toward continuous consumer confidence	Guy Carpenter
7	Legislation and regulatory opportunities	Chris Stacklin
8	Next generation creativity and talent	Tom Ferguson
9	Resilience, Innovation, Utility of the Future	Lynn Broaddus
10	Reach, Inspire – Build Public Awareness	Julie Minton
11	Identification and Dissemination of "Awesome Stuff that totally flew in Water"	Tom Ferguson

12	Climate Change	Melissa Meeker
13	One Water	Chris Johnston
14	Leadership	Paul O'Callaghan
15	Operator Training	Chris Stacklin
16	Social Media	Chris Stacklin

Based on these reports, the group identified seven thematic areas (see below) for potential action planning.

Themes:

1. Moonshot concept / initiative
2. Use data from climate change and experience (stories) to build a case for
    a. Funding
    b. Infrastructure
    c. Regulation
3. Branding – storytelling, public awareness
4. Set up face to face meeting with association CEO's
    a. Strategic board meetings
5. Make impact on disadvantaged communities to ensure everyone has access to safe water
6. Workforce build plan
7. Water resiliency initiative, storytelling, awareness, issues

The participants voted on these to identify the top three action items that would be worked on during the session. This was achieved via a blind vote with each participate having three votes to distribute to whichever themes they felt was most important. The results are listed in Table 2 following.

Table 2: Voting for Priority Themes

Action Item (Theme)	# of votes
1	28
2	16
3	19
4	10
5	4
6	10
7	8

The remainder of the session was spent creating action plans for the following themes:

1. Moonshot concept/initiative
2. Use data from climate change and experience (stories) to build a case for
    a. Funding
    b. Infrastructure
    c. Regulation
3. Branding – storytelling, public awareness

Each participant had the freedom to choose where to contribute, as all of the open space principles were still active. They were also able to spend their time in more than one group. The full action plans can be found in Appendix 2.

Section 3. Discussion Reports

Discussion Report 1

Discussion Title: Plumbing Water Quality (Group A, 1:00 PM)

Name of Convener: Guy Carpenter

Name of Participants and Organization: Chris Johnston, Eileen O'Neill, Paul O'Callaghan, Lynn Broaddus

Highlights of Discussion:

The potable water systems of large buildings are essentially huge "reactors" for microbiological growth and for changes in water chemistry that may also result in leaching of toxins from the plumbing. A customer of a public or private water supply who lives in a large building may have his or her water tested and find that it is significantly different water quality than what the water provider tested on the supply side of the meter. This can lead to mistrust of the utility because the customer expects (wrongly) that the water quality should be exactly the same. Some buildings also have their own on-site treatment such as softening or RO, but not all are considered consecutive systems and are subject to regulations for maintenance of water quality.

On the discharge side of premise plumbing, we could be doing a better job of holistic resource management if we used technologies for urine separation, sewage, grey water, condensate, and stormwater. However, it is recognized that the more piping systems we have in buildings, the more opportunity there is for cross connection. Also, the more efficient we are with water use and reuse, the more exacerbated the water quality problem becomes on the drinking water side because less water is flowing through the building and it is older. If the drinking water source is chlorinated, the presence of nitrogen can be a food source that makes the microbiological problem even worse.

For most buildings, an architect involves a mechanical, electrical, and plumbing contractor (MEP), and not a sanitary engineer. The codes and standards for buildings are rather light on the issue of maintaining drinking water quality and resource recovery on the discharge side.

Are these issues opportunities for increased distributed or decentralized water management? If so, is water quality monitoring technology far enough along to support that? Do we need a new type of job title, like "Certified Building Operator" to manage water, energy, and waste? Or,

"Building Sustainability Chief"? What is the utility's role in premise plumbing maintenance and water quality management?

Recommendations:

1) Need to increase communication about how water quality inside large buildings can be very different than the water quality that was originally provided to them.

2) Pay attention to the impacts on water quality of increased water use efficiency and make necessary adjustments in management and infrastructure to maintain high water quality.

3) Should there be new regulations for premise plumbing? Should all buildings over a certain size or with water age of a particular age be required to regulated as separate or consecutive water systems? Do the regulations for consecutive systems need to be modified?

4) Or, do we encourage people to avoid drinking water from large buildings?

5) We should start looking at the creation of a new job type: Certified Building Operator – water, waste, and energy.

6) Need to communicate "risk" and "safe" to the general public.

7) New standards/codes/regulations for in-building treatment systems (beyond existing NSF standards).

8) Engage the Centers for Disease Control and medical professionals in this conversation.

Discussion Report 2

Discussion Title: Resources – Research, Technology, Workforce, Funding

Name of Convener: Jackie Jarrell

Name of Participants and Organization: Tom Ferguson –H2O, Julie Minton, David LaFrance, Brian Villacorta, Joan Hawley, Tim Williams, Paul O'Callaghan

Highlights of Discussion:

Funding available – how do we get it?

Smaller utilities struggle with limited resources – need to share best practices, pool resources – how do we do that without taking away identity? Time and availability is challenge

Regionalism key in pooling resources

Funding application process intimidating

We need to get past the old culture – consider the overlaps. We are duplicating efforts in many areas such as training

Recommendations:

We identified four buckets: People, Technology, Knowledge, Money

1. Consolidate Leadership
2. Regional Governance
3. Awareness of resource availability

Potential activities:

1. Management services (i.e. one utility may provide a service for smaller utilities such as billing services)
2. Create more uniform practices (best management practices
3. Provide venues for regional collaborations
4. Identify and reach out and utilize resources in other industry sectors
5. Provide better, more "modern" platforms fro training and information
6. Increase awareness of resources through messaging, marketing, creation of links to resources across organizations

Discussion Report 3

Discussion Title: Collaboration

Name of Convener: Melissa Meeker

Highlights of Discussion:

We have transactional collaboration, but how do we sustain that?

Every entity has a business model – "credit" is important to the business model, but not to the industry. Goes to trust.

Different inputs make a better product

How do we build that? Because things will happen and we need to be able to say stop – not going the way it should be.

How do we set up ground rules/framework that doesn't intrude on them but lets them lead?

Be tolerant when people come at something in a different way.

Peer to peer resolution of misunderstandings – essential to be open to call ED/CEOs

Having the boards interact would be helpful – work together

Each organization has a mission, but we could have a Shared vision among the entire industry. This could allow more collaboration. The vision would be for the water sector and each organization would have a share in getting it done.

Use open processes like this to push it forward.

Merge on ideas

Focus on efficiencies

Have organizations meet once a year to discuss what is happening. Then you could identify areas of collaborations.

Set a goal across the industry – like X% of budget should go to R&D & Innovation – can be done internally or whatever.

Communication doesn't always click

Have commonalities among board members

Without broader engagement, we have turf battles

Develop a joint vision.

Pick a sustainable development goal – then we

Our total phosphorus use in the US should be reduced by XX%.

What is the practical level? Global, regional?

Everyone who works in the water sector has passion for their community, public health, social values. Generally wonderful people. BUT that doesn't necessarily translate to organizations interacting. How do we transform and bring that spirit into our interactions together?

Students – they are tomorrow's workforce and they need to know One Water
BHAG, but we can have an achievable goal to show progress

Goal: Sustainable cities and communities

Conflicted schedules and events are confusing to volunteers.

We need to include agriculture, energy, etc. in the discussion.

How do we drive change? Top down or membership up? Do we mobilize our groups (MAs, Officers)? Who at the operational level is the right level?

Develop white papers that describe the goals/shared vision, then re-evaluate it regularly.

Volunteers of the future effort at WEF – how do you bring better value to membership; look at bottom up? Members expect us to be collaborating on certain topics – like funding.

Is there one thing we could align ourselves on?

20-year goal – close the Water infrastructure gap

Clean Water Summit Partners – EDs discuss interests so that each group understands the others perspective. But reactive.

How can we move this to proactive? What is that vision?

Trust Drive – something definitive that says this is what we commit to over the next year that would increase trust.

Innovation is needed across the entire industry and should be the goal.

Summary:

Annual Event

Trust Drive

Short list of coordination efforts?

White paper is a statement of collaboration – strategic accord – do a moon shot on where we could be.

One Water Strategy – The Next Gen Topics

1. Innovation
2. Infrastructure
3. Future Workforce
4. Reuse

Allows for groundswell support among all organizations

If we spent the time to think these through these, we probably wouldn't be that far apart.

Culturally how are we going to operate together.

Discussion Report 4

Discussion Title: How do we align our partnering activities to have the maximum impact on "adjacent entities" to the water sector

Name of Convener: Doug Owen

Name of Participants and organization: Tom Kunetz, Jeanne Bennett-Bailey, Barry Liner, Rick Warner, Peter Vanrolleghem, Howard Carter, Claudio Ternieden

Highlights of Discussion: To address the question, we need to:

1. Determine the adjacent entities we most want to influence
2. Understand the drivers for adjacent entities (e.g., business model)
3. Decide how we must organize to interact effectively

The group focused on the agricultural and energy sectors, since the water/energy/food nexus has a huge impact on global sustainability. The group discussed issues that are important to the water industry relative to these adjacent sectors, such as nutrients, water quality, land use and water law for the agricultural sector. Water availability was a major issue relative to the energy sector.

It was highlighted that we need to better understand what drives the behaviors for adjacent sectors. For example, ag and energy have very different business models than water. What do we know about these? The disaggregation of nutrients between nutrient production (livestock) and agricultural production has led to transporting nutrients over large distances and concentrating nutrients that cannot be immediately reused locally (think Concentrated Animal Feed Operations). ROI cycles for ag and energy are very different than the water sector. A 5-year ROI may be the maximum in ag/energy sectors whereas the water sector works in timeframes 30 years and longer. These types of business models effect the nature of collaboration among sectors.

Each of these sectors are also very fragmented. For example, consider pork production. There is the farmer, the pork pricing market, the slaughterhouse, the delivery of pork to distribution centers, packaging, and supermarket stocking. All of these have their own associations and advocacy groups. And that is just for pork. At a national level, ag and energy have large and strong lobbyists and research associations that dwarf the water sector. For example, the energy sector has the Edison Electric Institute (EEI) and the Electric Power Research Institute (EPRI). The 50th highest paid person at EEI makes more than the Executive Director of any of the water associations. This demonstrates the importance of the water sector creating a compelling message for collaboration.

Finally, the water sector needs to understand how the ag and energy sectors work with federal agencies. There is a different vernacular and a different cultural bias. The water sector brings its own culture and bias. How the water sector deals with EPA is different than how the ag sector deals with the Department of Agriculture. We need to recognize these differences.

Recommendations:

1. We (the water sector) need to ground truth the most impactful adjacent sectors. This group identified agriculture and energy.
2. We need to identify with whom to collaborate in the adjacent sectors. We need to understand where the greatest "punch" is in the supply chain/business model for the adjacent sector. We should focus there.
3. We need to identify our value proposition for the adjacent sectors. How will we bring value to their enterprise and why should they care about water? Why will collaboration with the water sector help adjacent sectors be successful?
    a. For example, water availability may be an important issue for the energy sector in a water constrained geography. Permission to sell energy from water resource recovery facilities may provide resiliency in the energy grid, although resource quality (e.g., gas production) must be addressed.
    b. The value proposition may revolve around "pain points" for each sector that can be resolved by specific approaches and actions. If we can mitigate others' pain points, they will want to collaborate with us.
4. Once we complete a draft for Steps 1 through 3, we need to organize ourselves as an effective, consistent, and reliable conduit for water information. We need to clarify our message, "show up as a bloc," and appoint a "spokes-association" for key issues. Adjacent sectors need "one stop shopping."
5. We also need to map and enhance relationships across different segments of each sector, so that sector elements believe they have a person to go to for issue deliberation resolution.

Discussion Report 5

Discussion Title: Culture

Name of Convener: Melissa Meeker

Highlights of Discussion:

Incoming new people due to retirement – how are we going to transfer the knowledge to the next person (not necessarily young)

For millennials it may actually be easier because they understand technology.

Developing relationships and understanding take time, so how do we transfer the knowledge and the understanding the One Water.

Other related topics listed – transforming culture – why, what do we need to change? What is the changing paradigm?

We have a more critical need to discuss knowledge transfer?

Cultural Revolution and Transformation – scale and pace of challenges we face are enormous – drought, flooding, Flint, never ending. How do we seize this moment – this watershed moment – to achieve it together.

One Water is the best thing in water lexicon – it symbolizes a change in thinking that can transform to the public

AWWA chose total water solutions because it isn't "one" water there are more.

Connected system but with individual scopes.

Public doesn't understand One Water or total water – it is just water.

Is one water for the benefit of the sector or the public? It is for the sector – interrelated management within the urban water cycle.

We can't afford to be siloed anymore.

Whose culture are we transforming? Inside the water sector?

Rest of discussion on

Cool crap in the "middle" – it isn't a linear process

We are all individuals, we enter the water world at a different place, but it is all part of system. We are all part of the cycle and responsible for our portion of the cycle.

Protect the environment (historic WEF)

Protect public health (historic AWWA)

Right water used for the right use (Reuse)

Preparing the next generation workforce?

Future operators – One Water Operators; efforts to look at certifications; what are the job skills, what does this new job look? Historical perspective of treatment: (WEF) – we could kill fish; (AWWA) – we could kill people; advanced treatment must cover both.

Beer smackdown – everyone wants to drink beer – changes the culture and changes the way people think. PUB has experience with transforming the culture to accept one water.

Radio PSAs, create news about the good things are happening.

Learn from food industry – "Meat, its what's for dinner"

Trash/Garbage – recycling; seatbelts

Generational shift – once never heard of – sustainability; but now is common. How do we get ahead so we aren't sitting here 10 years from now talking about the same thing?

We need to believe it ourselves before we can convince anyway.

Circular economies – has any other industry gone through this?

Where does conversation start? Internal within sector with water professionals or externally with customer (who are paying $5 for bottled water). Consensus – we have to "own it." We have to start it – not wait for pubic.

Is there a piece/output we can agree on for the public though to understand the "one water" concept?

How long is our timeframe? 5 years? 10 years? May take different approaches depending on timeframe.

Can water organizations influence the public dialogue via requests from national media? Challenge is this is reactive, not proactive.

Discussion Report 6

Discussion Title: Group C, 2:00 PM. Move from permit compliance toward continuous consumer confidence (using real time monitoring).

New, non-potable, full body contact WQ standards for the US.

Name of Convener: Guy Carpenter (notes) & Chris Johnston (facilitator)

Name of Participants and organization: Krishna Pagilla, Rick Warner, Howard Carter, Lynn Broaddus, Thomas Kunetz, Ralph Exton

Highlights of Discussion:

This really became a conversation about the integrated utility of the future and how we would reinvent water infrastructure from scratch knowing what we know now, and what technologies we have available to us, and what the anticipated technologies are. Also, there was acknowledgment that "we have lost our way". The SDWA and CWA had particular goals, but now we litigate over out of compliance with specific parameters instead of remaining focused on the over all public health and environmental health.

Recommendations:

1) Collect and disseminate as much water quality data as possible and educate people about different water qualities, what the differences mean to their health and the health of the environment, and encourage them to make decisions about how they want to use the water resources.
2) Need to do an exercise in re-engineering our water utilities from the ground up. It needs to be a charette of industry professionals that results in a more cost effective solution for providing water and wastewater services. Needs to incorporate considerations for capital and O&M factors. For example, better monitoring reduces treatment plant footprint sizes, chemical needs, and energy needs.
3) We need to envision a new model for water and wastewater infrastructure that is focused on OUTCOMES, not on individual parameters of concern. Based upon good, robust science of TODAY.
4) Our industry needs to impress upon regulators, the department of justice, lawyers, and judges, as well as those who bring lawsuits against us, that the objective of the regulations is to improve overall public health and the health of the environment. Occasional excursions, or even regular excursions without the

ability to pay for improvements, need to be evaluated more holistically by courts and judges.

5) Our industry needs to develop an example of a utility of the future that is doing these things. We need to have a repository of examples where utilities are making incremental improvements and implementing best practices with QUANTIFIED benefits/results. Examples include Manhattan, SFPUC, Aarhus (Denmark – 25% energy savings from increase process monitoring).

Discussion Report 7

Discussion Title: Legislation and Regulatory Opportunities

Name of Convener: Chris Stacklin

Highlights of Discussion:

Joint letter to new incoming administration

Opportunity for infrastructure

Affordability, how to approach

Innovation funding

Need to make a business case or economic case without getting into climate

Opportunities for the water sector to advocate what may be threatened or on the chopping block

May be an opportunity to slice and dice the CWA

Reform may have unintended consequences

It may be too early – in the past, there was an opportunity to rewrite the CWA and it became a big bill, but logrolling happen with no letter of support, the act was pulled

Water has to be the cornerstone of infrastructure

Tax credit program to get private money into infrastructure

What is the role of sustainable funding – we can have a joint message

Work opportunistically with the businesses

Can play the workforce category, e.g., how many jobs are created from Water
Industry

Stimulus money

Need to get funding for small utilities too

On average, 23% of funding is federal SRF funding
States have the ability to do principle forgiveness

Study by US Water Alliance - What is the economic jobs impact? What is the embodied economic impact?

For Water Week, we need common talking points

Respect for the value of water and water professionals

Unique contributor to water industry

Water sector

Recommendations:

1. Water sector – innovative giveaways/events to attract attention to water
2. An event on the national mall
3. Offer congressional fellows program for water associations to place representatives on congressional subcommittees
4. Rewrite to pivot message for more job – get off climate change
5. Do any of the Trump golf course use reclaimed water

Waters of the US

Clean Power Rule

NPDES Update Rule

Discussion Report 8

Discussion Title: Next generation creativity & talent

Name of Convener: Tom Ferguson

Name of Participants and organization:
Paul B, Jeanne B-B, Jenny H, Tim, Tom K, Joan H, Peter V, Claus H and more!

Highlights of Discussion:

What is next gen? 20/20 goals, workforce, new associations – what does our talent look like in 2035 and how do we get there

Mission & Vision matters – not just a box ticking exercise. A vision that people can buy in to brings people to the organization, and helps to keep them there. Doesn't have to be a common vision, but water has an enormous competitive advantage as an impact sector.

Talent

Everyone has a problem with it. 10,000 retirees in US per day, many not being replaced – workforce pressures only going to increase.

Need to ask what makes us important – how can we grab attention. For SDGs, need 4m new engineers so competition is going to be furious. What can we do?

1) Communications and outreach – from a young age! Need to present ourselves as a meaningful source of excellent new jobs.
2) Framing – this are impact jobs, core to our communities, at the forefront of climate change fight, and fundamental to the health and wealth of our communities
3) Salary – we need to pay top talent more. Find a way to pay for it. They won't come, and more importantly won't stay if we don't.
4) Training – get the best out of them
5) More parties less meetings – let's make it fun
6) Environment matters – make our orgs places people *want* to work
7) Management – let's rethink how we manage. Team objectives, not individual?

Creativity

1) STIFLING - Don't put them in an office and leave them alone. Random connections count.
2) Reward performance not tenure – give them a proper salary according to how good they are; not how long they've been there. Reward creativity that aligns with the goals of the organization
3) No one is allowed to say "No, we don't do it that way." Leadership needs to encourage people to speak up, and penalize those that squash people who do. Challenge at the board level, but this will take strong leadership.
4) Eliminate the penalties for failure
5) Celebrate the 1st and the 5th years in the company, not just the 25th
6) No one is allowed to identify a problem with a solution, or in a suggestion without suggesting one or two solutions alongside it. Nobody is allowed to get away with "that won't work because…". It's easy to say how it won't work. It's harder to say how it might.

There is a role of the regulator here in terms of the stifling effect of the regulations, but all of them are there for a reason. Leadership crucial to encourage creativity in a pretty defined playing field.

What to do

1) Young professionals need to have a forum to tell utility managers what they want, how they work. "New Wave Water"
2) Leaders need to be trained and incentivized to create an encouraging space for talent and creativity
3) Let's tell our seriously compelling story better.

Discussion Report 9

Discussion Title: Resilience / Innovation / Utility of the Future

Name of Convener: Jackie Jarrell

Highlights of Discussion:

1. Resiliency – not sure what it means??
    a. Water supply for community resiliency
    b. Sea level rise
    c. Recovery from PCB spill
    d. Flooding / too much water
    e. Resilience = ability of the enterprise to recover/survive (tech, governance, financial components)
        i. How deep you go and how fast you come back / recover
    f. Resilience…"Prepare for, respond to, and recover quickly from an event" (Ralph)
    g. "Dataset" is changing ("stationarity is dead")
    h. Redundancy
    i. Independence from outside forces (E availability, chemicals, etc.)

2. Utility of the Future
    a. UotF Today program does not currently include resiliency as a key topic
    b. But cultural change may include part of this

3. Can water sector partners agree on what is a resilient utility?
    a. Resiliency Roadmap underway
        i. Funding will be key

4. How do we inter-connect and bring together elements of a community?
    a. Different elements of a community have different associations
        i. Have to reach out to other sectors
        ii. Community needs to be involved/integrated to be resilient
    b. *Networks* proved to be important in past recovery efforts for water sector

5. Distributed infrastructure – contributes to resiliency

6. Agricultural role in resiliency?
    a. What is Ag's role: biosolids, spill, nutrients? Why do we try to fix things without ag?
    b. Recommendation: seek ways to understand ag. We need to be more educated. How do we construct it so they get something out of this as well? Cost savings? Water quality improvement?

7. Piloting and deploying technology
    a. LIFT is an answer
    b. But what about smaller communities?
    c. "Resilience is the biggest driver for innovation" Doug
    d. WaterRF / WE&RF project on driving a culture of innovation
        i. Can we brand ourselves as (water) organizations of change?
    e. Associations have a role to promote innovation
    f. Funding issues?
        i. Tend to replace in kind rather than new technology
        ii. How do we message this?
        iii. Can we incentive resiliency / adoption of new technologies
            1. Power sector does this, but different model – private utilities
            2. Can incentives be to try new technologies
    g. How do we address discrepancy between large & small, urban & rural
    h. Need a theory of change to bring all of water sector along to innovate
    i. Ways for utilities to engage innovative approaches – who may be too small to be in WE&RF/LIFT & just needs more information, e.g. consensus documents
        i. NWRI approach to directly engage individuals/experts with utilities
        ii. There are utilities that don't have time/ability to follow roadmaps

Integrated planning efforts with EPA – collaborate with Rural Community Assistance Program (RCAP) or similar

Discussion Report 10

Discussion Title: Reach, Inspire, and Build Public Awareness

Name of Convener: Julie Minton

Name of Participants and organization: Michael Carlin, David LaFrance, Paul O'Callaghan, Barry Liner, Melissa Meeker, Guy Carpenter, Radhika Fox, Jeanne Bennet-Bailey, Jenny Hartfelder

Highlights of Discussion:

- Value of water: **reposition water as a service**, not a free commodity, it involves collection, treatment, distribution, etc.
    - Focus message on millennials: they care about environment. Successful: 'go full frontal' (encouraging front loading washing machines)
    - The customers own the system – we are just the stewards
    - Simple communication – like power industry, show their consumption with ☺ ☹ or :? .. comparisons to their neighbors
    - Who to engage: public, youth, populism
        - Declaration of Human Rights, Draft Article 31 works against us: everyone has right to clean water…
    - Be disciplined in the message
- Water Reuse – public engagement and education is key to acceptance. Successes:
    - Beer – changes the conversation
    - Water cycle
    - Look to success of solid recycling and how that caught on: messaging was to children.
- Workforce development – need to engage from an early age to communicate the importance of water and attract young professionals to the field
    - We have a positive purpose, mission, impact in our community/world: use that
    - Staff should demonstrate their passion
- Take advantage of a crisis (drought, Flint)
    - Be prepared – proactive. Have a B roll ready
    - AWWA in response to Flint – shared FAQs, messaging, etc w members
- Pay attention to all users
    - Public
    - Industrial

    - Commercial/business
        - Engage chamber of commerce
        - Hotel industry
        - Some progressive companies are looking for sustainable approaches
            - Google and Salesforce: want visual solution to demonstrate environmental stewardship
    - **Have someone else carry the message**
- Be creative in showcasing
    - Public art + water
    - Path of Gold (LED lights with metro)

Discussion Report 11

Discussion Title: Identification and Dissemination of "Awesome Stuff That Totally Flew in Water" (not Best Practices)

Name of Convener: Tom Ferguson

Name of Participants and organization: Elizabeth Allan, Tom K, Joan H, Eileen O'Neill, Peter V, Claus H and more!

Highlights of Discussion:

Defined in two parts – Identification and Dissemination of great ideas.

Preamble: Are there platforms for highlighting great stuff that has gone on in the water industry? Yes – WEFTEC, ACE, Utility Management and Specialty Conference,
Effective Utility Management. Fragmented, but yes. Vehicles are there.

Stories are powerful. Let's use them.

Best Practices are NOT a good term for them. They are now called Allans (after Elizabeth) as in "Wow, that thing you did on the sewer blockage risk was such an Allan! Nice one!"

Identify – Pretty ad hoc at the moment. People are busy, haven't seen highlighting efforts in the past, e.g., WEF videos of sessions at WEFTEC.

"Top cool stuff that went down in 2016" – highlight top ideas. Put them through a vetting committee that already exists e.g. Utility of the Future. Can come from anywhere.

Beware of focus on technology – ingenuity often far more powerful, and way cheaper. Innovation vs novelty. Let's know the difference. This stuff needs to be compelling and thought-provoking.

Vetting – Separate novelty and innovation. The bodies are in place. Crowdsourcing? Get to a top 10 list. Not important to select the winner, it's the things you want to highlight. – culture creation.

Disseminating – Repetition is key – bring out in different media areas.

Enough information, not *all* of the information.

Analogy of a fashion show, or a TED Talk. If TED presenters were to give the first version of their presentations it would be appalling. Great stories take great coaching. Get coaches in!

We create WEFTalk (or whatever) to be done at WEFTEC (or wherever), potentially even in place of the Opening General Session

Inspiration – stories matter, let's show the genesis of an idea, and show that anyone could do it.

There are great knock-on effects in the career and in the organization – once people have been through a story coaching process it transforms their presenting skills, their confidence, their ability to inspire others. Plus, they can coach what they learnt themselves.

Final thoughts

We don't know yet where the eyeballs are – analytics need to be done to know what the most scalable channels are for the dissemination of the vids and the case studies.

Build on the pressure points.

There are a lot of same awards presentations that can be beefed up with well-produced vids or great talks. Let's mix it up a bit. Section meetings could be useful too.

Water needs to be much more prominent in the climate change conversation – the problems of climate change ARE water problems. Almost all of them. The water industry needs to brand itself as the front line of the fight against a changing climate. Would be transformative for talent, funding, support, new leadership etc etc.

Recommendations:

1) Use existing channels to source, vet and pick 10 top ideas
2) Coach and film them presenting their story (investing to make it look cool)
3) Find a place to put these out where they can make a splash. COP would have been good, WEFTEC also good (other venues are available)
4) Find scalable channels to encourage traction and sharing to get them in front of other water professionals, but also the general public.
5) Hire Steph Curry for the next WEFTEC to introduce it.

Discussion Report 12

Discussion Title: Climate Change

Name of Convener: Melissa Meeker

Highlights of Discussion:

What does this mean to you?

Adaptation for water service utilities – how will changes affect ability to deliver services and what do they need to do to adjust? More drought, flooding

How does this change the overall water portfolio and the over dependency on silos of treatment (ww, dw)

We are used to looking at 70 years of historical record and that doesn't work anymore.

This is real in Washoe – in Sierra Nevada snow fall comes in a degree band – small changes in weather patterns can have a profound impact in your community. You could have more water but it is out of cycle – need to change how we manage.

Alternative water sources; stormwater harvesting and collection – LA for example; reuse – changes actions

Sustainability – of communities, businesses – climate change shifts how we think about sustainability – everything dependent on water so we need to shift

Results in a change in water quality – increased erosion, nutrients in warmer water, more algal blooms, diseases/water born vectors – public health component

Industry and people may "move" but there are people who can't move – social inequities.
2 components: Adaptation and Mitigation

Adaptation – changes are coming, we adapt. EX – move an intake point or change operation or treatment processes – adjust to what nature gives you

Mitigation – address the causes of climate change – EX - methane management, shifts in energy use; use green infrastructure to capture carbon and cool city; change way we operate to have a lower carbon footprint.

Move to sustainability as a service – connects to other group that we provide a "service"

Governor Walker's idea to deal with methane at dairies – we have an opportunity to export our expertise to another industry to make a positive impact. (Digesters)

Climate Change could be a real driver for partnerships among organizations. The traditional ways of thinking are NOT the way of the future.

Water sector as leaders in climate change is a real opportunity.

Importance of other people to carry the message - in this case, the water industry could carry part of this message.

Stratus study – the best water communicators on climate change are the water industry. We have the credibility.

What is the scope?

1. How we as a sector operate given changes
2. How we as a sector are a voice on climate change because we have a stake in how this is addresses

Water industry feels the brunt of climate change more than any other industry, so we could plan a major role. Three key mission areas for water:

- Public health
- Environmental protection
- Economic development

We have data that things are changing – which means we need to change to deal with this situation.

Need to voice concern with tradeoffs – for instance water quality treatment is good BUT there are increases in energy consumption due to this. NPR story on clean coal – good but how much more water? How does water industry engage in the energy conversation?

Is there something that we can do collectively?

Deliverable: Could we collectively do a white paper on these 3 premises (env, public, econ dev), with data on how things have changed (without voicing an opinion on “climate change”), and push the conversation on climate change.

Tie drought to the climate issue

Discussion Report 13

Discussion Title: One Water

Name of Convener: Chris Johnston

Name of Participants and organization:

Chris Johnston, British Columbia Water & Waste Association
Michael Carlin, SFPUC
Guy Carpenter, AquaTecture
Julie Minton, WE&RF
Joan Hawley, Superior Engineering/WEF

Highlights of Discussion:

It's a movement to reunite the water and wastewater industry; to have one message, especially to the Federal Government. There is not only one water, rather there are different types of water with different regulatory schemes based upon usage. Overlap can occur amongst regulations like a venn diagram.

Larger organizations did not address a particular issue so it created several specialty associations. They serve their members very well, but it has traded different voices that should be harmonized for a collective ask to the Federal Government. This has been addressed partially amongst these various organizations more than ever before to create a One Voice on water.

Recommendations:

Research needs to be consolidated into a single organization. An example is the power industry that has EPRI that serves the entire industry. How we prioritize that research is an important factor to take into consideration. The dues or investments by members needs to reflect their interests but this has been done.

We need to change our perspective from rate payers to stock holders. We should focus on the customer making an investment with a return rather than doing what is best for the utility it would force collaboration with others. This has occurred in the SF Bay area where the water utilities have formed a regional reliability consortium to examine ways to make their systems more resilient. There will be some constraints but they can be identified and solutions proposed.

Public education and one message to elected officials needs to be better coordinated. The annual Fly In / DC needs to be better coordinated so we are sending one message from all of the organizations.

Discussion Report 14

Discussion Title: Leadership

Name of Convener: Paul O'Callaghan

Highlights of Discussion:

Questions asked at the outset to frame the discussion were:

How do we lead in an environment which is changing and also in a constrained environment (e.g. constrained by regulations)?

How do we become leaders and also how do we bring up more leaders to take over from us?

The importance of mentorship was discussed.
This should be bi-directional and ideally face to face.

Good examples cited were Kentucky, City of Calgary and ASCE
WEF has a Leadership Institute.

Question was asked – why are water orgs not looked at for leadership, like the Sierra Club, despite having more expertise.

The importance of story telling was discussed.
We are not natural storytellers and may need help in telling our stories.

To lead, it was noted we need a vision and clear direction. Otherwise we will lead in a circle.

So we need to set the direction, or vision
e.g. Energy neutrality, resilience, efficiency, sustainability, percentage water re-used.

So set the vision, leader executes on the vision.

The point was made that regulatory compliance and meeting your permit, is not something that makes a compelling story.

It was noted that engineers may not be natural leaders as the personalities are often not extrovert in nature.

Also as scientists and engineers, we deal in facts, not stories.

Summary:

1. Set the vision – set goals
2. Mentor Leaders – draw on success on this, face to face, bi-directional
3. Become good story tellers to communicate the vision and lead

Discussion Report 15

Discussion Title: Operator Training

Name of Convener: Chris Stacklin

Name of Participants and organization: Joan Hawley, Guy Carpenter, Chris Stacklin, Brian Villacorta, Karen Kubiak, Doug, Jackie, John Trofatter, Barry Liner, Jackie Jarrell

Highlights of Discussion:

Joan and Jackie met with Association of Board of Certification, ABC; 1. national certification; 2. Training; 3. Professional operator status

How can we move to better reciprocity?

Elevates the status of operator to professional

Filling the need when states do not have anything

Trust is an issue

How do we get consistency of training?

Four different levels, PO1, PO2, PO3, PO4; water, wastewater, collection, distribution
Inconsistent trainers

Maybe a fiefdom mentality in the industry, part of it may be control and having to do with trust.

We are dealing with mostly small communities – how do we maximize certification, e.g., a pump is a pump, a valve is a valve

It is beyond the United States, other countries need training – how do we have a framework?

Baywork.org looking for opportunities, resources, events as a region.

Maybe people would give up exams to focus on training

ABC said that we do not get operators to take the test just to pass, they want people to have the skill set to grow.

Wants to know that the operator has the competence to transfer to another job and do their work safely. They are qualified with the trust factor.
We need talking points to the public and talking points to the employer (utility mandrel does not understand – they look at it differently)

Need to educate utility manager

Training and messaging to government officials;

What about the lack of experienced operators; can set incentives or prequalification's in job description

Certified mission critical certified operators, CMPP with a goal of getting people into the entry level; it covers cyber security and getting people to maintain critical systems

Need to add the next steps for operators as a career path.

Recommendations:

1. Talking points of the public, management, and public officials
2. Training the trainers
3. How we leverage resources from other associations – we need one message; Collaboration with WateReuse and AWWA
4. How we can develop a strategy to identify barriers and break down barriers
5. Looking for the next steps for an Operator in their career field
6. To get Steve out here to take a look at the Baywork model (already in progress) and provide recommendations for other regions
7. Look at CA, MI, ABC, AWWA, TX, OH

Discussion Report 16

Discussion Title: Social Media

Name of Convener: Chris Stacklin

Name of Participants and organization: John Trofatter, Chris Stacklin, Gary Parker, Karen Kubick, Paul Bowen

Discussion Highlights:

How do associations need to use social media in the future?

Operations Challenge has embraced social media – diplomination

It is easy to vet something that has not been checked with an organization

Need to use basic rules to make sure something that is said does not have unintended consequences

Younger people do not really care – snapchat goes away

Use of social media to deal with false information

Decrease in the confidence of social media, or taking the good with the bad

Comfortable retweet from reliable sources

Do our organizations take advantage of our ability to tweet or retweet good things?

DC water is a good example to tweet and re-respond

Using the philosophy of transparency

Using social media as a means of transparency and putting information out

May not be able to wait for it to be scrubbed and rechecked by many people – must be timely

Credibility is important

It is critical to confirm the story

There is no such thing as local news – it has already been tweeted out
We need to continuous to mange stories as they go viral;

No more off the record

Let it be positive and use transparency

Grabbing attention and transparency are two different things

People may look at a picture more than text

Public awareness campaign, your number one is our number two

Run ads on twitter on soccer, korea, hosting the AMAs, a bottle that does selfies

Has people monitoring social media

Elf on the shelf

Adopt a drain

Most associations are bad and need to move forward

LinkedIn is a great resource to provide background and does a good job and interesting profession items; social media can be used for background checks; from a company standpoint is great for verification.

Bloomberg – mainstream media

WEFTEC step challenge, competition targeting Nike, Fitbit, etc.

Actions:

1. Need to do ads
2. Water legacy #mywaterlegacy catching and compiling at WEF
3. Short videos; e.g., still working for you
4. Retweet to create a positive spin
5. Opportunity for WEF to use social media for opportunistic strategic objectives
6. Policy guidelines for users
7. See more WEF staff to take a proactive approach to social media
8. Continue expanding WEF website rollout
9. Use twitter for MOP releases

Section 4. Action Plans

Action Plan 1

ACTION PLANNING WORK SHEET: MOONSHOT

Develop a moonshot that has a lot of wow factor to it
To create behavioral change
Engage the energy sector and agricultural sector

Strategic Goal:

Create a compelling stretch goal, that is an aspirational behavioral change using the topics created during the workshop as pillars, e.g., empower, transform, alignment

Leadership to move this forward:

Create the vision – Partnering for Impact Group to form the group to move forward

Vision for Outcome:

Create a collaborative approach to define the moonshot; to expand the collective knowledge and vision to achieve the moonshot;

An example of the outcome is: we have all of the water we need anytime, anywhere, in the right quantity and quality for health, environment, and economic growth

The outcome needs to resonate with stakeholders

Stakeholders carry that message

Who needs to be involved?

Snowball rolling downhill

Build alignment and commitment to reach the moonshot

Who makes the snowball?

Method

Initiative	Action Steps	Person Responsible	Projected Date	Resources Required
Two day PFI workshop	Summary	Annyse	Next week	Done
Build from workshop Build the prospectus Compelling reason Timespan Need Tagline for moonshot (wow factor)	Nucleus Group	Rick (Convener) Jeff Jeannie Erica Brown ? (AMWA) NACWA ? IWA ?	By Dec 31	In place
Convene the nucleus group to create the moonshot 24-hour seminar Develop process (strawman)	Create moonshot	Nucleus group	3 to 6 months (before next PFI meeting)	Travel, facilitation, support, administrative, other expertise to bring to the process
Execute the plan/Operationalize	Develop work plan Reconvene PFI Will have milestones and schedule Objectives	TBD	TBD	TBD

Barriers that need to be removed:

PFI meeting follow-up (Evolves)? What is the sequence – it must be meaningful

We need to leave here with a sense of urgency

What is the role of the PFI?

Action Plan 2

ACTION PLANNING WORK SHEET: CLIMATE CHANGE DATA

Use data from climate change and experiences (stories) to build a case for:
- funding
- infrastructure
- regulation

Strategic Goal:

To secure funding for infrastructure and innovation.

Leadership to move this forward:

Create the vision – Partnering for Impact Group to form the group to move forward

Vision for Outcome:

Create materials that tell the story of climate change impacts and needed responses.

If possible, include a flyer in the materials and approach for March 2017 fly-in.

Who needs to be involved?

Staff from all associations

Method

Initiative	Action Steps	Person Responsible	Projected Date	Resources Required
Gather information	Select compelling examples of impact that climate change is having on water, people, public health, economic	Barry Liner (WEF), Adam Carpenter (AWWA), Katy Lackey (WE&RF), with expectation that they will reach out to others as needed.		

	impact, business impact, as well as success stories that illustrate how communities have addressed.			
Identify types of categories we want Reach out to Water Utility Climate Alliance for examples.	Success stories on regulation, drought planning, reuse, stormwater.			
Create a flyer that can be used during March Fly-in.				
Determine how to build it into something big.				
Assess potential strategic partnerships and align with them for stronger ask.				

Barriers that need to be removed:

Convincing fly-in machinery to include this in fly-in 2017. Though it may be that they've already thought of this!

Resources and bandwidth for taking it to the next step / higher level.

Action Plan 3

ACTION PLANNING WORK SHEET: BRANDING

Strategic Goal:

Branding: Storytelling and Public Awareness

Leadership to move this forward:

TBC

Vision for Outcome:

1 problem, 1 audience, receiving a "new" message through a channel.

Who needs to be involved?

Probably, VOWC, WEF, AWWA, IH2O, BTR, as many as possible for info.
One org to drive the project

Method

Initiative	Action Steps	Person Responsible	Projected Date	Resources Required
Strategic planning doc	What to influence (identify 1 or 2 problems from the universe) - Who to influence (identify 1 or 2 core audiences) - Where are we influencing them (geography, place etc.) - Outcomes we want to see, with reference to the problem and the audience	No hands in the air!	No commitments made	$$ Bandwidth of a nominated or contracted organization
What are we currently doing? What is effective	- Survey what's out there, what has been done that is relevant to the problem and audience identified - Materials and gauging effectiveness - Why effective, why not effective - Request for info from all possible orgs (time limited) - Add to start planning doc above			As above

Craft the story	- Understand what stories have been used in the past. Gauge effectiveness - Find 3 potential stories/approaches/campaigns that make us uncomfortable or seem like a longshot (not been done before) - Test the stories with the relevant audience to identify one to use			Potentially working with a marketer or consultant? More $$ and time
Find the channel	- Identify the right way to get in front of the target audience with the message that has been crafted to deal with the problem - Test the channels to evaluate effectiveness - Be imaginative (documentary houses, TV, social media, radio, Daily Show etc.) and new. Watch out for the echo chamber			Pretty low touch – freely available data or through a survey to understand how to reach them

Barriers that need to be removed:

1. Investment – the report and the rest of the work will take time to be done properly. Need to find someone to take a lead
2. Replicating – If someone else is moving on this (VOWC?) then perhaps the way is to support them. Maybe not wide enough?
3. Inertia/Bravery – People need to commit to doing something new, something different and potentially dangerous to try and move the needle on the chosen problem/issue.
4. Bandwidth – (tied to investment)
5. Outcry from people not involved – The need for collaboration should not mean us ending up with lowest common denominator, more of the same approaches. Collaboration only should be considered up to a point, that's why nominating/supporting an outside group to take the lead on this, providing deliverables, working with a marketer etc. is probably the way to go. BUT this requires investment.

Appendix A. The Participants

Elizabeth	**Allan**	Executive Director	California, WEA
Jeanne	**Bailey**	President	AWWA
Annyse	**Balkwill**	Facilitator	Luminous Group
Paul	**Bowen**	Immediate Past President Director, Sustainable Operations	WEF Coca-Cola
Lynn	**Broaddus**	Trustee President	WEF Broadview Collaborative Inc.
Michael	**Carlin**	Deputy General Manager	San Francisco PUC
Guy	**Carpenter**	President	WRA
Howard	**Carter**	Speaker of the House of Delegates WRR Dept. Director	WEF City of Saco, ME
Ralph	**Exton**	Treasurer Chief Marketing Officer	WEF GE Water & Distrib. Power
Tom	**Ferguson**	Vice President, Programming	Imagine H20
Jim	**Fiedler**	COO	Santa Clara Valley Water District
Radika	**Fox**	CEO	U.S. Water Alliance
Jenny	**Hartfelder**	President-Elect Vice President	WEF MWH
Joan	**Hawley**	Trustee President	WEF Superior Engineering LLC
Pamela	**Henry**	Deputy Executive Director	WEF
Claus	**Homann**	Trustee Chief Operating Officer	WEF Aarhus Water Utility Limited
Jackie	**Jarrell**	Trustee Operations Chief	WEF Charlotte Water
Chris	**Johnston**	President-Elect	British Columbia Water and Wastewater Association
Karen	**Kubick**	Trustee WW Capital Enterprise Prog. Dir.	WEF San Francisco Public Utility
Tom	**Kunetz**	Vice President Assist. Director of Engineering	WEF MWRD of Greater Chicago
David	**LaFrance**	CEO	AWWA
Barry	**Liner**	Director, Water Science & Engr. Center	WEF
Melissa	**Meeker**	CEO	WE&RF
Julie	**Minton**	Program Director	WE&RF
Jeff	**Mosher**	Chief Research & Strat Planning Officer	WE&RF
Paul	**O'Callaghan**	CEO	Blue Tech Research
Eileen	**O'Neill**	Executive Director	WEF
Doug	**Owen**	Co-Chair Board of Directors	WE&RF
Tom	**Owens**	Water Program Associate	Pisces Foundation
Krishna	**Pagilla**	Professor &Program Director, Chair, USA National Cttee	University of Nevada IWA
Garry	**Parker**	President	California, WEA
Matt	**Ries**	Chief Technical Staff Officer	WEF
Chris	**Stacklin**	Delegate HOD Project Manager/Program Leader	WEF Orange County Sanitation District

Nancy	**Stoner**	Water Program Director	Pisces Foundation
Claudio	**Ternieden**	Snr Director, Gov. Affairs & Strat. Partnerships	WEF
John	**Trofatter**	Chair, Cttee Leadership Council Director Sales& Bus. Develop.	WEF Duperon Corporation
Peter	**Vanrolleghem**	Trustee Director	WEF Water Research Center, Laval University
Brian	**Villacorta**	Delegate, HOD Sales Engineer	WEF Coombs Hopkins
Rick	**Warner**	President Senior Engineer	WEF Washoe County Comm. Ser. Dept.
Tim	**Williams**	Deputy Executive Director	WEF
Penny	**Young**	Deputy Executive Director/CFO	WEF

Appendix B. Working with The LuminUS Group

Annyse Balkwill, PEng and President of the LuminUS Group offers a variety of services for organizations of all sizes, as well as individual coaching and keynote speaking. She brings her passion, wisdom and commitment to all facets of her work and truly offers a unique and inspiring experience. Her services include:

1. Meeting Facilitation: she uses several techniques to customize a facilitated experience to best meet your needs. She listens to the intentions and the goals for the meeting and then co-creates the experience with the client and the participants sparking collaboration prior to the meeting itself.

2. Keynote Speaking: Annyse brings a unique voice and perspective to the leadership journey. She speaks about a mindful transition from "expert" to "leader" that is truly relevant for people at all levels of an organization.

3. Culture Shaping Initiatives: Annyse guides organizations through the process of learning to consciously tend to the working environment. By tending to the environment, organizations begin to see employees become more productive, efficient, creative, innovative and autonomous. In order to see these desirable behaviours, individuals must first feel safe enough to share, to listen and to trust. Annyse helps organization bring thoughtful intention to actions, meetings, planning and one-on-one interactions resulting in a powerful shift in the culture over time.

4. Individual Coaching: We all need mentors and guides throughout our careers to help us grow and to leave our comfort zones. Annyse offers a holistic coaching approach that allows you to create your own path based on your own personal truth.

If you would like to learn more about how to work with Annyse Balkwill please contact her via telephone at 905-599-1227 or by email at annyse@luminusgroup.ca. You can visit her website at www.luminusgroup.ca