2026 Fall Strategic Leadership & Board of Directors Meeting

November 9-10 | Hyatt Centric Delfina | Santa Monica, CA

As of November 9, 2026

∆ *Board of Directors Committees/Meetings*

All Meetings are on the penthouse level, unless otherwise noted.

Monday, November 9

Morning

8:30 – 10:30 **Awards Committee ∆**
Alaria,
Mezzanine Level

10:30 – 11:45 **Executive Committee ∆**
Cabrilla,
Mezzanine Level

11:45 – 5:00 **Leadership Meeting Registration**
Stella Foyer

11:45 – 12:45 **Fall Strategic Leadership Meeting Networking Lunch**
Lucina

Afternoon

12:45 – 4:30 **Fall Strategic Leadership Meeting Session I**
Stella

12:45 – 1:15 **Welcome and Icebreakers**
Start off the *Leadership Meeting* with some fun and engaging activities to get to know your fellow Board Members and committee leaders better!

1:15 – 2:45 **Cultivating the Utility Leader of the Future**
The workforce challenges facing public clean water utilities are well known and extend all the way to the top. Running a modern clean water utility takes extensive knowledge, managerial experience, and political astuteness, skills that must be honed over time. So how can the utility leaders of today identify and cultivate talent, implement effective succession planning, and ensure processes are engrained successfully in an organization's culture to find and develop the utility executives of tomorrow? What role can technology play in all of this? This discussion will explore these topics and provide an opportunity for Board members and committee leaders to share ideas and experiences around developing the utility executives of the future.

Moderator

Kyle Dreyfuss-Wells, *NACWA President*
Chief Executive Officer
Northeast Ohio Regional Sewer District | Cleveland, OH

2:45 – 3:15 **Networking Break**

3:15 – 4:30 **Charting a Path Forward on Cybersecurity**

The recent string of cyber-attacks on water utilities (primarily drinking water) has put the issue of cybersecurity and the water sector firmly back in the legislative and regulatory crosshairs. While the recent attacks were relatively unsophisticated and impacted utilities (generally in a limited manner) that had not engaged in basic cybersecurity protocols – like setting up passwords for access to certain equipment – they still received significant media attention and have resulted in a number of new congressional proposals to address cyber issues in the water sector. This session will allow NACWA's leaders to discuss how important cybersecurity issues are to their utilities, how concerned they are about cyber-attacks and in what form, whether cybersecurity should be looked at through a water lens specifically or a broader national infrastructure lens, and what NACWA can do in the cyber space to be most helpful going forward.

Moderators

Carol Adams, *Co-Chair, Security & Emergency Preparedness Committee*
Senior Systems Analyst/Disaster Recovery-Business Continuity Coordinator
Allegheny County Sanitary Authority | Pittsburgh, PA

Cynthia Finley, Director, Regulatory Affairs
NACWA | Washington, DC

Evening
5:00 – 6:30 **Leadership Social Event**
The Sandbox,
Mezzanine Level

Tuesday, November 10

Morning
8:00 – 9:00 **Audit Committee Meeting ∆**
Cabrilla,
Mezzanine Level

8:00 – 9:00 **Nominating Committee Meeting ∆**
Alaria,
Mezzanine Level

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

9:00 – 11:45 **Fall Strategic Leadership Meeting Session II**
Stella
Welcoming Remarks

9:00 – 10:00 **Source Control and Sustainable Chemistry – NACWA's Role in Stopping Pollution Before It Begins**

The ever-evolving debate around PFAS and what role the clean water sector should play in controlling and removing these chemicals has sparked a much larger – and long-needed – conversation around source control and the importance of keeping these substances out of the stream of commerce in the first place. And PFAS are just the tip of the iceberg in terms of new pollutants that will have to be addressed – microplastics and others are already raising concerns. NACWA recently collaborated with the WateReuse Association on a white paper outlining how better source control and the use of "sustainable (or green) chemistry" – finding substances and chemicals that are less harmful to begin with – can play a critical role in addressing these concerns and not leave clean water utilities

responsible for the cost and challenge of removal. This session will explore the concepts outlined in the white paper and how NACWA can work to better incorporate them into its advocacy over the next year.

Moderators

Robert Ferrante, *NACWA Board Member*
Chief Engineer & General Manager
Los Angeles County Sanitation Districts | Whittier, CA

Cynthia Finley, Director, Regulatory Affairs
NACWA | Washington, DC

10:00 – 10:15 **Networking Break**

10:15 – 11:15 **Analysis & Discussion of 2026 Midterm Elections – What It Means for NACWA's Advocacy Priorities**

The 2026 midterm congressional elections have the potential to upend some of the federal power dynamics in Washington, DC. This session will provide a staff-led "outcomes analysis" of the elections and how a new Congress will impact NACWA's top advocacy initiatives from a legislative, regulatory, legal, and communications perspective. It will also be a key opportunity for NACWA's Board and committee leaders to provide their input and direction to staff on how to prioritize various advocacy issues over the next year and into the 2028 presidential election season. Topics will include PFAS, biosolids, affordability challenges and impacts to utility bond ratings, low-income water assistance, and federal funding, among others.

Moderator

Nathan Gardner-Andrews, Chief Advocacy & Outreach Officer
NACWA | Washington, DC

11:15 – 11:30 **Wrap-Up and Next Steps**

Afternoon
11:45 – 2:00 **Board of Directors Luncheon and Meeting** ∆
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