



Association of  
**REGIONAL WATER**  
Organizations



ASSOCIATION OF  
**METROPOLITAN**  
WATER AGENCIES



ARWO / AMWA / Rogue Water present:  
**Board Governance Workshop for Water Utilities**

**Sunday, August 30** – Evening Welcome Reception

**Monday, August 31** – Full-Day Workshop, followed by an Evening Reception.

**Tuesday, September 1** – Half-day tour of the [Pure Water San Diego](#) plant

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Join us for the first of its kind, an event dedicated to board governance for water and wastewater utilities hosted at the [Westgate Hotel](#) in San Diego's historic Gaslamp District. The event is being held in cooperation by our host agencies: the Association of Regional Water Organizations, the Association of Metropolitan Water Agencies, and Rogue Water Lab, ahead of [Catalyst 2026](#).

Our workshop creates intentional interaction and discussion around items that matter most to board effectiveness in the water utility industry. The workshop provides direction on how the board can incorporate this strong content into regular meetings and ultimately increase the utility's effectiveness.

**Board Governance Workshop (Draft Agenda)**

*Monday, August 31*

**Introduction / Setting the Stage:**

These hosts and utility leaders will welcome attendees and highlight the importance of leadership and guidance from an engaged board of directors.

- Chelsea Boozer, Executive Director of Rogue Water Lab
- Tad Bohannon, JD, MBA -- CEO Central Arkansas Water
- Glenn Marzluf, PE – CEO Del-Co Water Company
- Bill Teichmiller – CEO EJ Water Cooperative

**Trust, Communication & Governance**

*(Led by Manny Teodoro, PhD, University of Wisconsin, and Chelsea Boozer, MPA, Executive Director of Rogue Water Lab)*

Trust

- Service Quality & Aesthetics
- Distrust and the rise of commercial water
- Perception

Communication

- Crisis comms
- Media, community & political relations
- Communications as a strategic pillar

Governance

- Regionalization / Consolidation
- What is "good" water governance?
- Models of representation
- Navigating politics & making the case



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## **Financial Viability**

*(Led by Andrew Burnham, VP of Management & Technology at Stantec)*

- What are the key performance indicators to financial health?
- Discuss financial strategies and policy in interactive sessions.
- Rate structure, cost-of-service and affordability programs general overview.

## **Building Regional Resiliency – An Integrated Water Resources Planning Approach**

*(Led by Maria-Elena Giner and Zeynep Erdal of Black and Veatch)*

- Integrated water resources planning for rural and municipal regions – Texas case study
- Alternative analysis for capital planning & source water selection – San Diego Regional case study
- Present findings of the annual Black & Veatch Water Report

## **Strategic Planning and Employee Leadership and Development**

*(Led by Jason Carter, VP Arcadis)*

- Evaluate the role of the board in strategic planning, evaluation, and evolution.
- Ensuring your utility has strong risk and resiliency planning
- Formulate strategies for managing the executive, including and building the executive team, and incorporating succession planning to protect the long-term strategies of the utility.
- Fit-for-future Utilities

## **Governance Matters**

*(A roundtable discussion including live polling)*

- Benchmark against best practices in water utility governance
- Utilizing inside or outside counsel and navigating legal risks.
- Implementing a formal process related to performance by the board.
- Policy formation and structure related to review and updating utility policy matters.
- Understand board structures, roles, and evolving responsibilities
- Risk management skills using real-world board scenarios
- Ethics scenarios
- Emerging matters such as cybersecurity, AI, and digital governance
- Best practices on efficient and effective board meetings
- Safety Programs
- Political aspects of service delivery

*The event will include interactive discussions, live polling, and takeaways for all attendees to utilize at the board meetings.*

### **Board Governance Workshop for Water Utility Directors**

This workshop brings together a distinguished group of utility executives, industry advisors, and national water policy experts to guide board members through practical governance strategies, leadership challenges, and emerging issues shaping the future of the water sector.

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## ***Our panel of expert facilitators and trainers:***

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### **Tad Bohannon, JD, MBA | Chief Executive Officer | Central Arkansas Water**

Tad Bohannon is Chief Executive Officer of Central Arkansas Water, the largest public drinking water utility in Arkansas, serving more than 475,000 customers across central Arkansas communities. Since becoming CEO in 2016, he has led initiatives focused on watershed protection, long-term infrastructure investment, and regional water supply planning. Bohannon previously practiced law representing water and wastewater utilities and remains active in national water industry organizations.

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### **Chelsea Boozer | Executive Director | Rogue Water Lab**

Chelsea Boozer is Executive Director of Rogue Water Lab, a nonprofit organization dedicated to strengthening leadership, workforce development, and innovation in the water sector. She collaborates with utilities, industry organizations, and nonprofits to design programs that support emerging professionals and build leadership capacity across the water workforce. Boozer is widely recognized for advancing communications strategies and engaging the community within the water industry.

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### **Andrew “Andy” Burnham | Vice President | Stantec**

Andy Burnham is a Vice President with Stantec specializing in financial and strategic planning for water utilities across North America. His work focuses on cost-of-service studies, rate design, capital improvement financial planning, and long-term infrastructure funding strategies. Burnham has helped hundreds of utilities strengthen financial sustainability while supporting major infrastructure investments and improving transparency between governing boards, utility leadership, and customers.

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### **Jason Carter | Vice President | Arcadis**

Jason Carter, PE serves as Senior Vice President and Advisory & Innovation Growth Director for Arcadis US. For over 28 years, he has worked with water utility and agency leaders worldwide to develop utility management practices and guidance resources for navigating current and emerging challenges. He assists utility leadership through strategic planning, leadership development, organizational design, and transformation critical to building future-ready organizations.

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### **Zeynep Erdal, PhD, PE | Portfolio Leader | Black & Veatch**

Zeynep Erdal, PhD, PE is a nationally recognized water resources leader and Integrated Solutions Leader at Black & Veatch, with more than 20 years of experience advancing sustainable, resilient, and One Water solutions for utilities and communities of all sizes. She is widely respected for integrating planning, treatment, water reuse, and digital innovation to help communities strengthen long-term water reliability and environmental outcomes.

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### **Maria-Elena Giner, PhD, PE | Vice President | Black & Veatch**

Maria-Elena Giner, PhD, PE is a nationally recognized water resources leader with more than 35 years of experience working with over 100 rural and mid-sized communities to advance water planning and infrastructure delivery through federal, state, and private sector funding. She is widely respected for advancing affordable water solutions while strengthening transparency with governing boards and building clear, trust-based communication with the public.



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**ROGUE**  
**WATER**  
**LAB**

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**Glenn Marzluf | General Manager & CEO | Del-Co Water Company**

Glenn Marzluf has served as the General Manager and Chief Executive Officer of Del-Co Water Company since 2012 and served as an executive in the water space for 20 years. He serves on several boards and committees on a local, regional and national level.

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**James Strayer, PE | Vice President | Black & Veatch**

James Strayer is a Vice President with Black & Veatch and a leader in the firm's water infrastructure solutions portfolio. He has extensive experience helping utilities plan and deliver large-scale infrastructure programs including treatment facilities, pipelines, and regional water supply projects. Strayer works closely with utilities and public agencies to advance resilient, sustainable water systems and long-term infrastructure investment strategies.

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**Bill Teichmiller | General Manager | EJ Water Cooperative**

Bill Teichmiller is General Manager of EJ Water Cooperative, a member-owned rural water utility serving communities across southern Illinois. Under his leadership, EJ Water has grown into one of the largest rural water systems in the Midwest. Teichmiller is widely respected for his leadership and is the founding father of ARWO, the Association of Regional Water Organizations. Bill is a nationally recognized speaker on regionalization, leadership, rural utility collaboration, and workforce culture.

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**Manny Teodoro, PhD | Professor of Public Affairs | University of Wisconsin–Madison**

Dr. Manny Teodoro is a Professor of Public Affairs at the University of Wisconsin–Madison's La Follette School of Public Affairs and a nationally recognized expert in water policy and public management. His research focuses on drinking water governance, regulation, affordability, and utility management. Teodoro regularly advises utilities, policymakers, and industry organizations on water governance, public trust, and sustainable utility management.