

# WWEMA Special Report: 110<sup>th</sup> Annual Meeting

November 7-9, 2018 Manalapan (West Palm Beach), FL



WWEMA's 110<sup>th</sup> Annual Meeting, held November 7-9, 2018, at the Eau Palm Beach Resort and Spa in Manalapan (West Palm Beach), FL earned rave reviews with nearly 100 attendees and member prospects coming together for an exceptional program.

The theme of this year's meeting was *Navigating Disruptive Change: Finding a Pathway to Success*. The program opened with Keynote Speaker, Scott Kelly, Assistant City Administrator, City of West Palm Beach. Kelly introduced us to topics addressing Florida's water resource challenges. Additional speakers discussed a wide range of topics including protecting personal data; the evolution of sales in a connected world; U.S. Dept. of Commerce resources for International trade; the science, art, and speed of service; finding success with a project lead platform; differences in procurement practices for collaborative delivery methods; and a fun look back celebrating WWEMA's 110th year. The meeting concluded Friday mid-day with the remaining speakers covering topics including the next two years of the Trump administration and potential impact of

the mid-term elections; strategies and tips for reducing corporate and individual tax expenses; and how to be a millennial magnet with tips on how to retain, lead, and engage the millennial workforce. There were also a few special events like the spouse/guest tour of the Flagler Museum, lunch at the famous Ta-boo Restaurant, followed by a narrated bus tour of Palm Beach. Then, after the meeting, WWEMA hosted the annual golf outing at Bear Lakes Country Club.

A special thank you to Platinum Sponsor **JCM Industries, Inc.**, Gold Sponsor **Wet-Tek Environmental Services**, Silver Sponsor **KLa Systems, Inc.**, and Bronze Sponsor **Aquarius Technologies, LLC** for your support of the *Annual Meeting*!



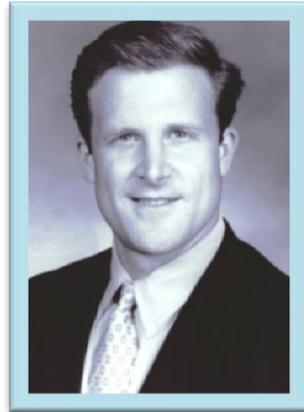


What attendees  
said in the post  
event survey:

100%



## Welcome from Meeting Chair



Thacher Worthen, President and Chief Executive Officer of Schreiber LLC, Chair of the Annual Meeting, and 2018 WWEMA Chairman of the Board, opened WWEMA's 110<sup>th</sup> Annual Meeting, which took place at the Eau Palm Beach Resort and Spa in Manalapan (West Palm Beach), FL on November 7-9, 2018. Worthen welcomed WWEMA members, first-time WWEMA attendees, speakers, and invited guests to this milestone conference. He noted how fitting it was to celebrate 110 years of WWEMA at a hotel aptly named Eau, which means water in French. After greeting attendees, Worthen thanked the current WWEMA leadership by having members of the Executive Committee and Board of Directors stand to be recognized. He then stated the theme of the Annual Meeting as

*Navigating Disruptive Change: Finding a Pathway to Success*, and reviewed the meeting agenda. This theme, which was addressed generally by each presentation, recognized change in a variety of areas in the water and wastewater industry. The goals for each of these areas are to develop strategies that: 1) educate member companies to first proactively recognize change, and 2) identify strategies that companies can employ to be well positioned to capitalize on this change.

## Keynote Address

Scott Kelly, Assistant City Administrator, City of West Palm Beach, delivered the Keynote Address for the conference. Kelly provided a regional perspective of the water and wastewater challenges South Florida, and in particular the City of West Palm Beach, faces. He noted the city's unique challenges given it relies on 100% surface water, and has dealt with issues including blue-green algal blooms, "red-tides," rising sea levels, increasing demand due to population growth, and frequent droughts, as well as legislative mandates, resource availability, and technology challenges.



Kelly discussed challenges arising from the *Water Availability Rule* that froze water supply demands to April, 2006 levels for the Everglades and Loxahatchee River Watershed. Other challenges stem from the Leah Schad Memorial Ocean Outfall Program legislation that prohibits the construction of new domestic wastewater ocean outfalls and requires the elimination of existing domestic wastewater ocean outfalls by 2025; in addition, it requires that a majority of the wastewater previously discharged be beneficially reused. Solutions employed to meet these mandates and other challenges include increasing conservation to reduce per capita demands, wetland rehydration, system integration, C-51 (or deep water storage), reclaimed water, stormwater capture, and cost management. Fortunately, the anticipated spike in water demand did not materialize, in part, due to conservation, therefore, deferring the need for infrastructure expansion.

Kelly then provided an example of the *One Water Approach* for the C-51 Reservoir, which uses a regional approach to water management for the broader South Florida area, not just West Palm Beach. He explained how this approach was used in Hollywood, FL to require water reuse that helped with the area's growing urbanization. It was also used in

(continued on page 2)

### Comments:

*"It was not all just about the wastewater industry. The topics were very timely for today's issues."*

*"The relevant speakers, speaking to the needs of our business."*

*"Networking with colleagues who have become friends through the organization."*

*"Fantastic networking. Broad range of presentation topics."*

*"Great location, topics, and atmosphere to network."*

*"I enjoyed the networking with industry peers and friends."*

## Keynote Address *(continued)*

West Palm Beach where strategies such as aquifer storage and recovery, deep water storage, and sea water desalination to offset drought effects were employed.

He listed the following components of the *One Water Approach*:

- Allows recovery of stranded capacity
- Multi-county & multi-jurisdictional
- Private/Public stakeholders
- Optimize water-production costs
- Provide offset water supply to Broward County
- Increase water supply resiliency

Kelly also noted the use of the *Water Evaluation and Planning (WEAP) Model*. This high-level decision support tool evaluates water supply issues by integrating population parameters and natural resources, along with capital improvement program data to allow planning alternatives to be evaluated and ranked, supporting the selection of the optimal solutions for customers.

The City of West Palm Beach is also managing water quality, not just water supply, particularly in light of boil water notices and a consent order with the Florida Department of Health that required the city's wastewater treatment plant be upgraded. The city has also increased its production of biosolids, resulting in an approximate 50% reduction in energy costs. Lastly, the city spent approximately \$1.5 million on an assessment to collect and evaluate the estimated 'life' of assets to better manage and plan for capital improvements, hoping to significantly reduce long-run costs by gaining strategic information.

## Protecting Personal Data: Key Issues for Compliance with the European Union's General Data Protection Regulations



Attorney Barbara Dunn O'Neal, Partner, Barnes & Thornburg LLP and WWEMA Counsel, spoke about key compliance issues for the European Union's (EU) General Data Protection Regulation (GDPR). Dunn O'Neal discussed what companies must do to comply with this regulation that took effect on May 25, 2018.

She explained that GDPR has a wide reach and is not just an "IT" issue. Potential compliance triggers can be as simple as having a database containing contact information of an EU resident. The rule also has a broad interpretation of "processing" of data—this can be as simple as reviewing information on a business card exchanged with an EU resident at a trade show. Data automation is not required for processing. The rule applies to *any* organization that *processes* the "personal data" of EU residents, *whether or not* the organization is based in an EU country or has an EU presence. She also noted the GDPR *personal data* definition is much broader than the U.S. definition of personally identifiable information.

Dunn O'Neal also talked about obtaining consent for contacts that fall under a 'legitimate interest' for processing personal data. Legitimate interest must pass a two-part test, including identifying legitimate (business) interest and balancing interests against the rights of the data subject. Typically, the timeframe for legitimate interest is 2-3 years.

Given the rule's reach, Dunn recommends company-wide compliance education, noting the cost-effectiveness of this approach and benefit for other related developing regulations in Brazil, California, and Maryland. Other compliance strategies include establishing a dedicated email for GDPR inquiries/notices, and updating privacy policies to address GDPR, including specifying how information collected by website "cookies" will be used and stored. She also recommends development of an incident response plan.

(continued on page 4)

## Protecting Personal Data: Key Issues for Compliance with the European Union's General Data Protection Regulations *(continued)*

Dunn O'Neal emphasized that a company can be both a processor and a controller of data. She noted the importance of compliance at each step in a chain-of-custody of data. She discussed Data Processing Agreements (DPAs), noting these need not be separate agreements, but can amend existing related agreements. They should delineate who are the data controllers, processors, and sub-processors and what personal data will be provided and how it can be used by the processor. She noted that noncompliance with GDPR carries monetary penalties as high as \$20 M Euro or 4 percent of annual global sales, whichever is higher.

## Selling More by Saying Less: The Evolution of Sales in a Connected World



Travis Kennedy, Publisher, *Water Online*, provided a presentation to address how to sell product solutions in an environment that has forever changed due to the fact that information customers need is now ubiquitous and readily available. He provided strategies of how to adjust and not be left behind.

Kennedy noted selling is now all about connecting and developing relationships with digital natives who currently control the market (and who will do so moving forward). As a way to establish those connections to support sales, he noted the importance of informing, helping, and educating—sales will be an outgrowth of those engagement activities. He stressed that sales is 100% about the customer and that early engagement in terms of problem identification yielded the best sales outcomes versus late engagement that focuses on a company's brand and proof of concept.

A key focus of the presentation was the psychology of sales, stressing the importance of understanding how messages are being received and processed by potential customers. Kennedy listed the following as benefits of a well developed emotional connection:

- Buy more from you
- Visit your website more often
- Care less about price
- Pay more attention to your communication
- Follow your advice
- Recommend you to others

Although not the primary focus of his presentation, Kennedy discussed changing workforce demographics showing projections that Millennials will comprise the majority of the workforce in 2025. With these demographics, it's even more critical that sales be viewed more broadly and that you 'speak their language.'

Another key presentation component focused on the *Types of Content Pyramid*, demonstrating how Commercial Insight Content (CIC) can redefine a prospect's purchase criteria in favor of your solution. Benefits of CIC include:

- 3x more effective in generating Market Qualifying Leads or (MQLs) than Brand Awareness Content and 5x more effective than Product Centric Tactics
- 2.5x more effective in generating MQLs from NEW prospects than Brand Awareness Content and 6x more effective than Product Centric Tactics
- 5x more likely to be shared than Brand Awareness Content and 12x more effective than Product Centric Tactics

## U.S. Department of Commerce Resources for International Trade

Miguel Olivares, Senior International Trade Specialist, U.S. Commercial Service, discussed strategies for international markets. He noted that the Department of Commerce's International Trade Administration (ITA) is the export promotion branch of the U.S. government. There are ITA offices in every state and more than 100 countries (often located in U.S. Embassies or Consulates); general information can be found at [www.export.gov](http://www.export.gov). These agencies provide market intelligence, advice, and business tools to support U.S. company international expansion. In addition to supporting international expansion, ITA also assists with enforcement of trade laws and agreements.



The scope of ITA's complimentary trade counseling services includes:

- Product assessment. Is the product already sold domestically? What is the market share?
- Export readiness. Do they have the resources to export such as travel budget?
- Market interest. Where have they received inquiries? Is there a specific market they have in mind?
- Legal/Regulatory. ITA can refer clients to local lawyers and offices should the need arise.

Olivares explained ITA's market intelligence offerings, which include:

- Country and Industry Reports. Available free of charge and written by Embassy and Consular staff.
  - Top Market Reports: <https://www.trade.gov/topmarkets/>
  - Country Commercial Guides: [www.export.gov](http://www.export.gov)
- Background Reports/Customized Market Research.
- Fee-Based Reports. (usually \$700 up) Obtain background information on a prospective company or identify competitors, obtain pricing for individual products.
- Trade Data. Annual/Quarterly trade data by country, state, commodity, and year.

In addition, Olivares showed a breakout of the global environmental technologies market, noting that the top 3 non-U.S. markets are Western Europe, Asia (not including Japan), and Japan. He also mentioned the value in selecting a trade partner with whom the United States has a trade agreement, (e.g., NAFTA, DR-CAFTA (Dominican Republic and several Central South American countries), Australia), noting the significant cost savings associated with avoiding Value Added Taxes (VATs) and Import Duty Fees, and other assessments. He mentioned a few tariff-related resources, including:

- 232 Steel Investigation - Exclusion Requests
  - Visit: <https://www.bis.doc.gov/index.php/232-steel>
  - Contact: Steel232@bis.doc.gov or 202-482-5642
- 232 Aluminum Investigation - Exclusion Requests
  - Visit: <https://www.bis.doc.gov/index.php/232-aluminum>
  - Contact: aluminum232@bis.doc.gov or 202-482-4757
- Information on Foreign Retaliatory Actions to U.S. Section 232 Steel and Aluminum Tariffs and China's Responses to Section 301 Tariffs
  - Visit: [https://www.trade.gov/mas/ian/tradedisputes-enforcement/retaliations/tg\\_ian\\_002094.asp](https://www.trade.gov/mas/ian/tradedisputes-enforcement/retaliations/tg_ian_002094.asp)

Olivares then explained ITA business matchmaking offerings, which identify and screen prospective international business partners. ITA has prepared cases studies of successful business matchmaking projects, some of which were discussed by Olivares.

(continued on page 6)

## U.S. Department of Commerce Resources for International Trade *(continued)*

Business matchmaking assistance is offered at Waste Expo and WEFTEC. The offerings include:

- Trade Missions. Official business development missions led by government leaders.  
*Note:* In Florida, ITA partners with Enterprise Florida.
- Trade Shows. International Buyer Program to meet prescreened buyers at U.S. Trade Shows/Exhibit at a U.S. Pavilion at a trade show overseas.
- Personalized Business Matchmaking.
  - Contact List
  - International Partner Search
  - Gold Key Service

A key announcement during his presentation was an update on the now “live” *Environmental Solutions Tool Kit*. This tool is available at [www.export.gov/envirotech\\_toolkit](http://www.export.gov/envirotech_toolkit). Prospective clients can enter a topic or problem area where they require assistance (e.g., water remediation), and then they will be provided with a list of U.S. companies providing that service and links to their website or other contact information. U.S. companies are strongly encouraged to register on the site and get their company information uploaded.

### Just Fix My Dryer: The Science, Art, and Speed of Service

Ed Guffee, Owner, Rampant Works, LLC presented a talk about the complexities of managing labor. Guffee’s approach for building a foundation to manage labor performance relies on three values:

- Science: the systems, procedures, and information needed to manage the business
- Art: the culture, communications, and consistency among sales, service, and the customer
- Speed: the most important aspect of a successful service business



Guffee stated that service is based on *hours*, not products, and explained how to calculate the breakeven cost of labor per hour. He delineated the true cost for one hour of labor, showing how it included benefit burden, indirect overhead, and profit.

Guffee’s presentation focused on the unique differences between sales and service groups within a company, noting that sales groups expect annual increases as the norm and are goals-driven, while service groups typically realize no annual revenue growth and are purpose-driven. He stated that service revenue grows by increasing the number of working persons and that service staff aren’t directly responsible for sales downturns; the purpose of service is *customer loyalty*, not sales.

He then spoke about how the Null Hypothesis is used to evaluate customer satisfaction; it’s hard to articulate what was done right, but easy for customers to tell you the areas where they are *not* satisfied. This is an often used technique (e.g., flight service surveys soon after landing, car dealership repair satisfaction surveys).

Guffee stressed the importance of the service group supporting the sales group and how rapid response has become the norm (i.e., Amazon orders). This is important as a company prepares for the speed demands of the *future* customer and demonstrates how expectation setting is key to customer satisfaction.

## Finding Success with a Project Lead Platform



Julie Birch, General Manager, Water BidTracker, spoke about how a project lead platform can help your business grow. She listed the following among the reasons to use a Lead Service:

- Get in at the pre-planning or planning stage to get your products specified
- Stay informed of upcoming projects and planned spending by state – Find trends and forecast
- Identify contractors who intend to bid on the jobs requiring your products
- Follow up with both winning and losing contractors to sell more products
- Build marketing or sales contact lists

Birch then explained more about Water BidTracker - a recently launched lead service covering projects in the U.S. from the pre-planning stage through award. She provided some overview facts about her service including:

- Over 66,000 projects in the database since July, 2018
- Dedicated team of knowledgeable editors
- Eliminates the “noise”
- Personalized customer service
- Over 10,000 contractor contacts, 22,000 agency contacts, and over 1,500 engineer contacts
- Data updated daily

Birch provided insight into the mechanics of her product that tracks domestic water and wastewater industry leads that are searchable by various criteria of interest (e.g., specific products or services, budget, geographic area). She is seeking companies to *beta test* her product; in exchange for feedback, she is offering a free two-week trial of the service.

## Differences in Procurement Practices for Collaborative Delivery Methods



Linda Hanifin Bonner, Executive Operations Manager, Water Design-Build Council (WDBC), provided insight regarding the use of collaborative procurement practices. She indicated fully understanding collaborative practices is critical, as these are rapidly increasing in use as are state legislative changes supporting their use. Her presentation included data quantifying this increase. Specifically, the data forecast continued growth through 2021, with use for that year totaling \$2.6 billion for Design-Build water projects and \$3.5 billion for Design-Build wastewater projects. Historical data document similar trends for the years 2013-2017, showing that not only are project dollar amounts increasing, but so are the number of discrete projects.

Her presentation included two modules from the *Water Design-Build Education Program*. The modules delineate differences and best practices for several procurement options available for the delivery of water and wastewater projects. Her presentation also addressed the roles of the various principals, including owners, design-builders, and contractors in a collaborative procurement arrangement.

She noted that these procedures were developed by members of the WDBC, in conjunction with an Advisory Committee, some of whom are WWEMA members. The WDBC has published its research in this area including the *Water and Wastewater Design-Build Handbook*—the fifth edition is expected to be released soon. The procurement method issues addressed by Hanifin Bonner include:

- Understanding the differences in the delivery methods across a spectrum, including: traditional Design-Bid-Build (DBB), Construction Management-at-Risk (CMAR), Progressive Design-Build (PDB), Fixed-Price Design-Build (FPDB), Design-Build-Operate (DBO-including single and multiple entity), and Public-Private Partnership (P3)

(continued on page 8)

## Differences in Procurement Practices for Collaborative Delivery Methods (continued)

- Having a process to evaluate/select most suitable delivery method for projects
- How to allocate and manage risk: who assumes what and who shares
- Procurement practices: how to address/manage unique business requirements
- Preparing decisions to use and procurement
- Addressing impediments: unfamiliarity, resistance to change, state regulations, internal procurement practices, and risk perceptions

Regarding procurement, Hanifin Bonner’s presentation discussed a procurement process “To Do” list that addressed strategy, tactics, and implementation. It also addressed the role of the owner advisor and procurement documents. For procurement documents, the presentation addressed key decisions, including:

- Starting from scratch, recycling previous template language, or using the *WDBC Procurement Guide*
- Carrying over qualifications scores to the proposal phase
- Determining how many to short list
- Deciding when to interview
- Selecting a single-step or two-step process

## The Next Two Years of the Trump Administration – Potential Impacts of the Mid-Term Elections

Richard Galen, Chairman, Barrington Worldwide, provided a post-election synopsis and insight into what the election results mean for the country in general, and for industry, including the water and wastewater industry. He wouldn’t characterize the results as a “wave” election—one where a particular party gains a significant amount of seats (moving East to West as results are reported), but he did describe it as ‘wave-esque.’



The election results reflect a large ‘freshman class,’ as many of the elected officials are first-time members of Congress. He encouraged WWEMA members to engage with the newly elected officials early on, and not to wait until they have an issue requiring their attention.

Galen noted that a change in leadership to the Democratic Party in the House of Representatives was an anticipated, likely outcome of the elections. Although the Republican Party retained a majority in the Senate, the two then-disputed Senate seats (Florida and Arizona) are significant, not because they will change Senate leadership overall, but because they will have an impact on the number of Republican staff assigned to various committees. These assignments matter because just one more member on a committee can determine voting outcomes on what legislation is on the docket, what legislation advances out of committee, etc.

Similarly, Republican’s lost approximately 20 seats in the House of Representatives, also affecting committee leadership, make-up, and actions. This is a typical result, as the average gain/loss is approximately 26 seats in the House of Representatives. Committee Chairs were historically the ranking member (based on seniority). Now, it is more typical for the committees to vote on a chair without explicit consideration of seniority. It is likely that the Energy and Commerce Committee will have a new chair, and that may have implications for WWEMA members. The election results also impact the number of staff assigned to committees—where a significant amount of power resides.

Post Conference Update: Rep. Frank Pallone, Jr. (D-NJ) is the new chair of the House, *Energy and Commerce Committee*.

When asked about what the election outcome, generally meant, Galen said President Trump is still likely to exert authority, especially in the appointment of judgeships. Other predictions include passage of an infrastructure bill, which he believes will be a high priority and will have strong bi-partisan support, particularly because the jobs it will create are attractive to the Democrats.

## The Next Two Years of the Trump Administration – Potential Impacts of the Mid-Term Elections (continued)

At the local level, the Democrats gained seven governorships, paralleling the national election results. As with national engagement with officials, Galen encouraged companies to be active in local civic associations such the Chamber of Commerce and Lions Club, etc.

Galen shared some of his “inside Washington” experiences and provided insight on how Washington politics work. Galen served as Press Secretary for Newt Gingrich, former Speaker of the United States House of Representatives, and Vice-President Dan Quayle. When asked about who he expects will be the Democratic candidates for President in the next election, he listed: Elizabeth Warren, Nancy Pelosi, Joe Biden, and Michael Bloomberg as likely viable possibilities.

## Your Tax Bill is Too High—Strategies and Tips for Reducing Your Corporate and Individual Tax Expense



Gene Marks, Founder, The Marks Group, spoke about how to minimize your personal and corporate taxes, in light of recent legislative changes to the tax code. Minimizing taxes is critical, as it frees up capital to allow a business to invest, hire, and save. Marks pointed out how important it is to meet with your accountant *now* and not be afraid to get a second opinion.

Regarding tax rates, Marks noted there are seven new individual tax rates through 2026. He estimates many more taxpayers will not itemize and instead take the standard deduction—\$12,100 for individuals and \$24,200 for married couples. The estate tax exemption thresholds have increased to \$11 million per individual or \$22M for married couples. Regarding corporate taxes, the 2018 rate is reduced from 35% to 21% and there is a one-time overseas cash asset repatriation rate of 15.5%. Small businesses have a 20% tax deduction on ‘pass-through’ income

subject to certain income limits.

### *Equity*

Marks strongly encouraged the following strategies for corporate taxes:

- Re-examine a company’s tax structure (e.g., C-Corp) to see which structure is more advantageous
- Invest in a small non-service business (Section 1202 Stock)
- Not overlooking the research and development tax credit

### *Compensation*

Marks provided the following strategies for compensation:

- If you own a pass-through, pay yourself less
- Hire your kids of a reasonable age (pay up to \$12,100 per year and they owe no taxes)
- Give to charity (don’t forget in-kind donations of inventory, equipment, and computers)
- Take “home office” deductions (300 sq. ft. rule-of-thumb)

### *Property*

Regarding business property, Marks strongly urged consideration of the following:

- Buy capital equipment to take advantage of the Section 179 deduction
- Buy a “heavy” (i.e., over 6,000 pound) car or truck or consider leasing that has similar advantages
- Rehabilitate properties built before 1936 to capitalize and depreciate costs
- Provide access for the disabled and receive a maximum \$5,000 tax credit

(continued on page 10)

## Your Tax Bill is Too High—Strategies and Tips for Reducing Your Corporate and Individual Tax Expense *(continued)*

### *Hiring Employees*

Marks provided information about tax credits for certain populations; these include the long-term unemployed and active members of the military.

### *Paying Employees*

Marks provided information about tax advantages for the following programs that address compensating employees:

- Dependent care, including establishing a flexible spending dependent care account, subsidizing care, or even building or contracting for care
- Group life insurance; the first \$50,000 in coverage is non-taxable for the employee
- Education/training (doesn't have to be job related)
- Better paid time off, including paying at least 50% of salary under the Family Medical Leave Act; employer gets CREDIT for 12.5% to 25% of payments
- Adoption assistance; deduction up to \$13,570 per child
- Commuting assistance; employers may allow employees to use up to \$260 per month in pre-tax income to pay for transit

### *Healthcare & Retirement*

- Offer a Health Savings Account. Pretax company contributions up to \$3,450 (individual)/\$6,900 (family) with an extra \$1,000 for employees >55 years old
- Start a defined contribution plan; limits are \$18,500 for employee, \$36,000 for employer
- Start a 529 Plan, which now covers higher education and private and religious schools
- Consider an Employee Stock Ownership Plan (ESOP). For S-Corporations, the percentage of ownership held by ESOP is not subject to Federal income tax; employees are not taxed on contributions

## Be a Millennial Magnet—How to Retain, Lead, and Engage the Millennial Workforce



Jeffery Butler, Author and Millennial Expert, provided insight into Millennials and how to attract, manage, and retain them in the workforce. Before beginning, he surveyed the audience to understand their concerns with employing Millennials in the water and wastewater industry. There were many comments or issues raised, and with that in mind, he structured his presentation to address the issues of most concern to the audience.

He listed labels that represent a misconception about Millennials; some of those include, bold, entitled, and lazy. Part of the behavior of Millennials is tied to the advanced age at which they marry, thus allowing for more career exploration/travel because of not having to support a family. Another factor affecting Millennial behavior is the large amount of student debt they carry, which averages \$39,500.

Additionally, Millennials are influenced by growing up in an environment where technology was a central focus, including the expectation of speed, established by companies such as Amazon. Reliance on technology, however, often leads to isolation and higher rates of depression. Because of these influences, Millennials often desire to work from home (WFH) or work in isolation at company sites. Butler then discussed the benefits and challenges of a remote or WFH culture. Some benefits include the possibility of increased productivity/efficiency and reduced turnover rates. He cited many successful companies that utilize WFH for a high percentage of their workforce.

(continued on page 11)

## Be a Millennial Magnet—How to Retain, Lead, and Engage the Millennial Workforce *(continued)*

He then reviewed the different characteristics of typical versus top talent, noting that top talent is interested in personal growth, values and mission, and societal impact. Those characteristics correspond to the highest levels on Maslow's Hierarchy of Needs Pyramid. Top talent is not using traditional employment search routes such as print ads; instead, they are using online platforms such as LinkedIn, Glassdoor, Indeed, etc. Employers should target their recruiting to engage potential employee desires to support a mission and have an impact versus listing company-centric characteristics. Butler referred to such recruiting as the “Humanification” of companies.

Butler encouraged companies to address cultural stereotypes such as blue-collar is low pay and getting your hands dirty is undesirable. Other cultural stereotypes include money and soft culture. Some interesting related facts about Millennials are:

- 90% prefer benefits over a pay raise
- 77% say telecommuting would make them more productive
- 72% are engaged when manager quantifies goals

Perhaps companies are initially hesitant to employ policies such as unlimited paid time off (PTO). However, studies have shown that such policies, and the flexibility and freedom they provide, actually lead to people taking less time. To counter the perception that Millennials are unmotivated and impatient, employers should quantify career milestones and provide feedback; this will lead to engagement (and possibly a longer tenure with the company).

Regarding retention of Millennials, Butler talked about the benefits of reverse mentoring and shared his own experience. He noted data from one survey showing that 56% of companies had a mentoring program and 13% had a reverse mentoring program. He listed the benefits of reverse mentoring as:

- Knowledge transfer
- Increased retention
- Fresh perspectives
- Diminished stereotypes

## Meeting Adjournment



**Above picture:** Thacher Worthen (right) hands John Dyson (left) the official WWEMA gavel symbolizing organization leadership.

Thacher Worthen, President and Chief Executive Officer of Schreiber LLC, 2018 WWEMA Chairman of the Board, and Meeting Chair adjourned the meeting at noon on November 9, 2018. He thanked the speakers, attendees, and Board and Committee Members for their dedication and efforts to promote the organization's success. Worthen noted that it was a bittersweet time in 'passing the gavel' to transition WWEMA's organizational leadership to John Dyson, Product Channel Manager at Aqua-Aerobic Systems, Inc. and incoming Chairman of the WWEMA Board of Directors. Worthen will still serve on the Executive Committee as Immediate Past Chair, and assist with any transition issues.

Worthen reminded attendees of the upcoming April 3-5, 2019 *Washington Forum* to be held at the Mandarin Oriental, Washington, D.C. and encouraged attendance, including bringing other more junior staff to assist with their education and incorporation as the next group of leaders in the drinking water and wastewater industries.



## Photo Gallery



2018 WWEMA Board Chairman, Thacher Worthen, President, Schreiber LLC, serves as Master of Ceremonies at the *Chairman's Dinner*. He presents Bill Decker of Aqua-Aerobic Systems, Inc. with a 20-year company membership award.

Susan Dyson and John Dyson (Aqua-Aerobic Systems, Inc.) with Jon and Nancy Forrest (Fortech, Inc.).



Socializing at the cocktail hour before the *Chairman's Dinner*, pictured from left to right are: Nick Peyton (Mueller Company LLC), Jay Conroy (Hydro-Dyne Engineering, Inc.), and Leelon Scott (Revere Control Systems).



Mark Turpin, outgoing WWEMA Executive Board Member and former WWEMA Chairman of the Board for 2017, addresses attendees at *Chairman's Dinner*.



Deb LaVelle, 2018 James C. Morris Award Winner, poses with former award winners.



### WWEMA Celebrates 110 Years!

At this year's Annual Meeting WWEMA marked its 110<sup>th</sup> year. Since 1908, WWEMA has been the "Voice of Water and Wastewater Technology Providers" representing water and wastewater manufacturer interests.

- WWEMA was initially founded to manage American Water Works Association national and regional trade shows.
- WWEMA incorporated on April 9, 1925 in New York under the name *Water Works Manufacturers Association*.
- In 1941, name changed to Water and Sewage Works Manufacturers Association to reflect scope of trade show service to WEF predecessor association.
- In the 1970s, WWEMA moved to Washington DC area and focus changed to legislative and regulatory monitoring and advocacy.
- Several initial members remain as current members, although their company names have evolved.





## Photo Gallery

From left to right are Krista Ramirez (Revere Control Systems), Fred Siino (KLa Systems, Inc.), Tom McCurdy (Aerzen USA), Ron Dollar (WRT LLC), Travis Kennedy (*Water Online*), and Deb LaVelle (Aquarius Technologies, LLC).



Attendees enjoy the *Chairman's Dinner*.



Ron Collins, President, JCM Industries, Inc., speaks at the *Chairman's Dinner* about the James C. Morriss Member Achievement Award. At his left is son, John, CEO of JCM Industries, Inc.



View from the hotel overlooking the Atlantic Ocean and terrace to the beach



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## 2019 Calendar of Events

<p><b>46<sup>th</sup> Washington Forum</b>          April 3-5, 2019          Mandarin Oriental          Washington, DC 20024</p>	<p><b>Finance &amp; Contract Administration Council Meeting</b>          May 8-10, 2019          Law Offices of Barnes &amp; Thornburg LLP          Indianapolis, IN 46204</p>
<p><b>AWWA ACE</b>          June 9-12, 2019          Colorado Convention Center          Denver, CO 80202  <i>Booth #1126</i></p>	<p><b>Presidents Council</b>          August 20, 2019          Hilton Hotel, Chicago O'Hare Airport          Chicago, IL 66142</p>
<p><b>WEFTEC</b>          September 23-25, 2019          McCormick Place Convention Center          Chicago, IL 60616  <i>Booth #8407</i></p>	<p><b>111<sup>th</sup> Annual Meeting</b>          November 6-8, 2019          The Wigwam Resort          Litchfield Park (Phoenix), AZ</p>