Kirsten's formal transition to association leader will be easier on a regular basis…like clockwork! The small group that accomplishes many time-critical functions works out as planned. With solid experience, intellect, desire, and a good attitude, plus coaching, leadership "describe the objective so that staff will have a clear path to handle daily issues that come up. Kirsten and Don's roles were formalized by the board of directors by designating them deputy executive directors in late summer 2018. Kirsten, Don, and the NEWWA staff did a tremendous job with day-to-day duties during this stressful time.

After Steve's passing, an emergency meeting of the board was called to begin the search process. With the leadership of Ray Ryan, our executive director, Steve's wife Jenn, and the NEWWA staff, the search process worked out as it did and I know Kirsten, staff, the board of directors, and our membership are very pleased as well. Thinking back on the wisdom passed along at the Past Presidents' Breakfast last November…one theme was repeatedly emphasized: "your year passes quickly, so get busy and stay focused!" So true. In the midst of the executive director search process, I was able to make progress on the goals I set for my year as president:

1. Improve & sustain public trust in drinking water by actively encouraging utility efforts on treatment & distribution systems - going well beyond just meeting regulations.

   I have been actively promoting the benefits of membership in the Partnership for Safe Water as a method to optimize treatment and distribution systems. I presented at the Rhode Island Legislative Breakfast, the March Massachusetts Water Works Association Membership Meeting, and coordinated a 2.5-hour Partnership session at the Joint Regional Conference and Exhibition in Worcester last month. More to follow.

2. Promote Careers in Water - the waterWORKS! Initiative

   A waterWORKS! subcommittee has been established and led by Don Ware (Pennichuk Water). Meetings are ongoing to identify the key jobs in our region that will become increasingly available as the baby-boomer retirement wave continues to create job openings. The general concept is to reach out to educators, students, and parents, and have industry-industry interfaces for direct contact with the workforce where many good jobs are and will increasingly become available. Look for a short survey later this year to help define the specific needs of our region.

3. AWWA Veterans Workforce Initiative - Establish a Veterans Committee and make it work in New England.

   This is being addressed as part of the waterWORKS! initiative. I have also had conversations with Dave Hardy, visiting from the Central Utah Valley Water District, with NEWWA members who are promoting attracting veterans to the water profession.

4. Continue to improve communication with and utilize the importance of state associations to NEWWA through existing and new collaborative activities.

   I have been attending at least one state association board meeting in each state to promote my goals and look for ways to support and/or collaborate as opportunities arise. Attendance at these meetings is a great way to network and share ideas. I have attended and participated in board meetings of Maine, New Hampshire, and Vermont organizations.

5. Continue to focus on collaboration with NEWWA and other “One Water” concept organizations.

   I attended the NEWWA/NEWEA Spring Summit held at NEWWA at their annual conference in Boston. We’re keeping communication lines open!

   No one can precisely predict the future…we can only imagine what it might entail and must adapt when things don’t quite work out as planned. With new management, improved communication, and collaboration with the most passionate and dedicated group of professionals…NEWWA…we will always keep our heads well above water!

The Partnership for Safe Water RECAP: Spring Conference Features Partnership Program Insights to present and bring these opportunities to utility members throughout New England.

In addition to NEWWA presentations on the Partnership for Safe Water at NEWWA’s Spring Conference in April, out-of-towners were also invited to share insights. AWWA’s Partnership for Safe Water brought presenters from Denver & Stantec to Colorado to explain how it supports NEWWA President Dave Miller’s focus on improving and sustaining public trust in drinking water through optimizing operations. The Partnership was honored to host all session presenters.

Mike Barsotti with Champlain Water District in South Burlington, Vermont, and the Partnership’s Steering Committee Chair) began by sharing principles as well as nuts-and-bolts of the self-assessment process. From taking a team approach and closely analyzing operating and tracking limitations, the self-assessment leads to strong performance and outcomes. Barsotti also introduced groundwater and small systems focus areas, and how the Partnership has assisted utilities with different sizes and configurations.

The Senior Manager of Partnership Programs, Dr. Todd Brewer, presented about distribution system optimization sharing that disinfected residual, main break frequency, and pressure management identify system limitations. Introducing 19 variables that contribute to system integrity, Dr. Brewer explained that distribution goals and phases offer guidance. He recounted that a main lesson learned is that “goals don’t need to be big to be effective,” and that the “first step is to get started.”

Kevin Linder with Aurora Water in Colorado explained how to “get buy-in” by focusing on operational excellence. He emphasized taking a collaborative team approach to value-safe and affordable water. He shared: “It’s not about improvement, being data-driven, instrumentation, or empowering staff to ‘own’ it” are also critical attributes. Linder explained that leadership is the cornerstone of motivating staff and making perseverance happen. He let leadership “describe the objective so clearly that the operations team can see it.”

Dave Hardy, visiting from the Central Utah Valley Water District, presented three keys to operational success: hire great people; set expectations and strategic performance goals; and properly; and continual training. Following these keys, the facility has posted more than 3,100 consecutive days of meeting Partnership water quality goals, as well as meeting its own more aggressive goals for more than 9 years. Hardy would attest that the Partnership’s optimization guidance and embodying the keys of success every day. Weekly in-house training brings these keys to life. Since 1999, training has empowered employees to present highly relevant practices; and regulatory about rules and regulations. Hardy shared that they were the Partnership’s guidance by showing Hardy summarized that the right people, empowered with clear expectations and in-house, continual training are the keys to outstanding performance.

Dave Miller, NEWWA President, closed the session by sharing Manchester Water Works’ road to excellence. By following Partnership guidance, staff undertook a series of steps to solve their unique limitations. Some were operational, and some involved extremely detailed process structure understanding. Data produced, were also evaluated revealing the need for new installations and updated SOPs to achieve consistency and performance. For Manchester, the Partnership’s phase structure training has helped address limitations, execute action plans, and receive the Phase III Directors Award. Next, plant staff strived to meet the Partnership’s “Excellence in Water Treatment” goals and to bring all categories and processes to the level of an “area of strength.” “Excellence” status was awarded in January 2012.

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Partnership staff and volunteers thank NEWWA for inviting us to present about programs and to bring these opportunities to utility members throughout New England.
The two previous “PR Perspectives” columns explained why running scared from the news media during a cyber attack—or any other crisis—is not a smart strategy. By proactively and continually working with the news media throughout a crisis, an organization can gain several valuable benefits: controlling the narrative; becoming the main, authoritative source of information for the news media; improving the chances for more accurate, fair, and balanced news coverage; minimizing misinformation; building credibility; and earning the critical trust of the news media. This column continues to explain essential, time-tested guidelines for working with the news media during a cyber attack. With few exceptions, these guidelines can be applied to any crisis. Some can also improve an organization’s overall working relationships with the news media. For these reasons, these guidelines are explained in some detail:

• Offer a sincere apology and support for those affected by the attack. Such an apology is not an admission of guilt or negligence. Instead, it is an expression of genuine empathy and concern. Be sure to deliver these offers to support. Organizations that fail to do so will be called out with vengeance, especially by the news media.

• Always remember—the way an organization communicates is just as important as the information it delivers. Body language, tone of voice, and expressions of sympathy play an important part in how the news media and the public receive and interpret information. Do not be afraid to be “human” as many crisis communication experts advise.

• Project confidence throughout the crisis. All spokespersons, especially when making initial statements about an attack, should be calm, composed, and controlled—calm in their words, composed in their actions. When the public face of an organization appears tense, flustered, indecisive, and distracted, one wonders what is really going on behind the walls of an organization dealing with a crisis.

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• Use clear, concise language in verbal and written communication to the news media. A cyber attack involves highly technical, complex language that can be difficult for a layperson including an understanding of how to respond. An organization opens the door for incorrect or misleading information from another source to find its way into a news story. Delays can be perceived as stonewalling.

• Do not speculate. Speculative statements can easily turn into facts in a news story. Subsequent retraction corrections can confuse and put egg on the face of the involved organization—not a good look in the middle of a crisis.

• Respond to all media inquiries promptly and directly. If an organization cannot provide an answer, say so, explain why, and get back to the reporter as quickly as possible. By remaining silent, an organization’s chief spokesperson opens the door for incorrect or misleading information from another source to find its way into the news story. Delays can be perceived as stonewalling.

• Do not become defensive. If a reporter asks a question that you do not know the answer to, say, “I don’t know, but I’ll find out and get back to you.” It is better to admit you don’t know something than to fabricate an answer, which will most likely be called out with vengeance, especially by the news media.

• Do not speculate. Speculative statements can easily turn into facts in a news story. Subsequent retraction corrections can confuse and put egg on the face of the involved organization—not a good look in the middle of a crisis.

• Tell the truth—period. TELL THE TRUTH—PERIOD. Deliberately conveying false or misleading information is really going on behind the walls of an organization dealing with a crisis.

• Treat all media representatives with professionalism and respect. Reporters can be annoying, caustic, antagonistic, and overly aggressive at times. But their job is to get the facts of a story and inform the public. A contentious encounter with a reporter can impact the tone of the story. Keep your cool when dealing with a difficult reporter. If problems with well-intentioned updated information, arrange a meeting with an editor to discuss specific concerns. A vast majority of newspapers will correct misinformation if a particular error is pointed out and the accurate information is provided. When dealing with a difficult reporter, it often helps to arrange a meeting with an editor to discuss specific concerns. A vast majority of newspapers will correct misinformation if a particular error is pointed out and the accurate information is provided. When dealing with a difficult reporter, it often helps to arrange a meeting with an editor to discuss specific concerns. A vast majority of newspapers will correct misinformation if a particular error is pointed out and the accurate information is provided.

• Establish credibility. The news media and the public are often more forgiving and understanding if an organization listens to reporters and post on an organization’s dark site (a special section of an organization’s website that is activated during a crisis to disseminate updated information). It is an expression of genuine empathy and concern. Be sure to deliver an admission of guilt or negligence. Instead, it is an expression of genuine empathy and concern. Be sure to deliver an admission of guilt or negligence. Instead, it is an expression of genuine empathy and concern. Be sure to deliver an admission of guilt or negligence. Instead, it is an expression of genuine empathy and concern. Be sure to deliver an admission of guilt or negligence. Instead, it is an expression of genuine empathy and concern. Be sure to deliver an admission of guilt or negligence. Instead, it is an expression of genuine empathy and concern. Be sure to deliver an admission of guilt or negligence. 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Water supply in New England has a long and storied history. We New Englanders have been here for quite a while and have seen many innovations. With each innovation, old technology is often replaced and discarded. At the Salem and Beverly Water Supply Board in Beverly, MA, we have tried to salvage and display some of that old technology as a reminder of where we have come from and as a kind of memorial to the people who developed and used that technology to improve their societies. Here are a few items we have salvaged over the years.

Don’t Throw It Out

By Thomas Knowlton

Water supply in New England has a long and storied history. We New Englanders have been here for quite a while and have seen many innovations. With each innovation, old technology is often replaced and discarded. At the Salem and Beverly Water Supply Board in Beverly, MA, we have tried to salvage and display some of that old technology as a reminder of where we have come from and as a kind of memorial to the people who developed and used that technology to improve their societies. Here are a few items we have salvaged over the years.

One of the artifacts lying on the floor is a Lowery fire hydrant from 1865. By 1810, investors in the first pipeline were reported to be “aghast” when told the pipes had rotted to the point of uselessness. In 1810, the original system was replaced and expanded with long leaf yellow pine logs of 5” bore. These pipes were manufactured in Georgia and shipped north. The middle pipe on the wall is from this system. The sides were trimmed into a hexagonal shape to save weight. These pipes were machine bored, not burned.

Many valve bonnet were spherical since they were easier to cast and the math for calculating strength was more straightforward.

These hydrants were placed on 12" mains or 12” crosses in the end of a network of iron pipe. They supplied large quantities of water for the horse drawn steam pumping engines of the day. The red chuck was carried on the back of the engine. To get water, a manhole was opened, the cover to the hydrant was removed, and the chuck was screwed onto the hydrant barrel. This was not as easy as it might sound, particularly in the winter, when roads were snow rolled for sleds rather than plowed. Pictured on the other side of the room are various pipes and valves of different manufacture, probably local.

This pipe section contains a “fire plug.” It was a literal wooden plug that could be pulled to flood a wooden box from which buckets were filled for firefighting.

We also have a 24-million-gallon-per-day pump installed in 1915 that still operates, large diameter valves from the 1860s, a section of 30” water main cast in 1869, and tools, to name a few. Visitors are welcome at Salem and Beverly Water Supply Board to see our collection.

There are also things I wish we had saved but did not—I hope these pictures of what we have saved will give you some sense of the things we have felt were worth saving and inspire others to hold on to their local artifacts. These relics are a testament to those water supply workers who came before us and helped build the societies we enjoy today. If possible, don’t discard their technologies—these technologies are the foundation on which we build! Save stuff so future generations of water supply workers can have a sense of where we have come from and the tools and equipment our predecessors worked with.

Doing the Right Thing

By George R. Allan

When we were growing up, we were taught the difference between right and wrong. We also learned that there are consequences in making a wrong decision. Although we didn’t realize it then, this early training forms the basis for societal behavior.

When you watch the local or national TV news, you often have to ask yourself how did so many people miss (or forget) basic behavior training. There is a country song called “Most People are Good” by Luke Bryan. And while I do believe that, we as a society need to operate under certain moral, social, legal, and economic principles. In other words, we need a “Code of Ethics.”

Ethics involve judgments about right and wrong decisions. Whether we work in the public sector or the private sector, ethics are important because they increase the trust consumers or the public have in products or services they are receiving. Most professions such as accountants, engineers, doctors, and lawyers have a written Code of Ethics. Some might argue that even politicians have a Code of Ethics. A typical professional code might include the following principles:

• Integrity- being honest and truthful
• Objectivity- having no bias or conflict of interest
• Competence- possessing proper knowledge and skill
• Confidentiality- being able to keep a secret

Professional behavior- treating everyone with respect

NEWWA has a course called: “Ethics and Water Systems Operations.” The descriptive summary says “…the course will explain what ethics entail, of define how to create a code of conduct, describe the methods of applying the code to the everyday workplace, and incorporate a group exercise for further illustration.”

Most states address conflict of interest and ethics in some way. For example, Rhode Island has a state Code of Ethics that contains regulations developed by the State Ethics Commission and statutes passed by the General Assembly. In Massachusetts, state, county, and local public employees and elected and volunteer members of boards and commissions must complete a conflict of interest online training course every 2 years. In addition, each year they must receive and acknowledge a copy of the conflict of interest law summary (referred to as Mass. General Laws Chapter 268A). A public agency, under certain circumstances, can exempt certain positions from the training and receiving the conflict of interest law summary. As a member of the Board of Water and Sewer Commissioners in Wilmington, I have taken this course several times. The training includes instances of typical situations that a public official may encounter. In some examples, there are gray areas. The training is thought provoking. One take away, when in doubt, consult the Town Counsel or State Ethics Commission.

Many private companies also conduct ethics training for its staff. A typical code of ethics outlines the firm’s obligations to society, clients, and the profession. It also provides guidelines for employees’ behavior and ensures that everyone maintains the same standards. My company has an ethics training for its staff. It is done annually via an online course.

Water professionals face some of the common challenges and some unique issues that could test their ethics. Some issues that could challenge water professionals’ ethics include:

• Public health-maintaining water quality that meets standards
• Environmental protection—being good stewards of water resources
• Safety-protecting fellow workers and the public
• Honesty in reporting—making sure reports are accurate and timely
• Conflicts of interest- separating private interests from public duties
• Confidentiality- protecting critical data and records

Some might think a Code of Ethics and a Code of Conduct are basically the same. They are not. A Code of Ethics is the general principles to guide behavior. A Code of Conduct is a more detailed guidance for dealing with difficult situations on a day-to-day basis in accordance with an ethical policy. Understanding ethical behavior principles and following a code of conduct provides us a moral compass to make sure we are always doing the right thing.
Collaboration: Collaboration has been a calling card for the YPs, and to much success! Young professionals from NEWWA have been teaming up with friends from the New England Water Environment Association (NEWEA), Massachusetts Water Works Association (MWWA), Environmental Business Council (EBC), American Society of Civil Engineers (ASCE), Boston Water and Sewer Commission (BWSC), and universities and colleges throughout New England, as well as others! They have hosted a variety of joint events including the Annual YP Summit with NEWEA that boasted more than 100 attendees this year, multiple 5k Road Races and Treat & Meets with MWWA, and an Annual End-of-Summer Bash with MWWA and EBC. The University Outreach Committee has also been doing an amazing job teaming up with academic institutions throughout New England to talk to students about NEWWA and the drinking water profession. Collaborating on these events has allowed NEWWA to reach a broader audience and attract new members.

Communication: The NEWWA YPs have also been taking advantage of file sharing by using Google Drive and Dropbox, as well as doing most of their communication through social media. Renee Lanza, YP Committee vice chair and Social Media Subcommittee chair, along with members of the social media subcommittee, have been doing an excellent job with this effort. Find them on Twitter, Facebook, Instagram, and LinkedIn, where they highlight YPs and other NEWWA members in their #MemberMonday spotlights and keep you updated on everything NEWWA YP and drinking water related.

More than 50 young professionals and students were in attendance for the inaugural YP Presentation Series Event, hosted by CDI-Smith in Boston, MA.
Updated OSHA Regulations and Their Impact on Water Storage Tank Access

By the Distribution and Storage Committee

A comprehensive safety program is a paramount necessity for water utilities, to protect system staff, and to proactively prevent accidents and injury. Recent updates to OSHA safety standards related to ladder safety will have an impact on water storage tank design, operator access, and inspections. The new OSHA General Industry fall protection regulations went into effect in the fall of 2017. These changes integrated construction standards and safety regulations applicable to fixed ladders into a more comprehensive general industry standard. It is important for water utilities to be aware of these changes and to undertake any necessary corrective ladder safety measures now.

The most important change in regulations related to water tanks is that a ladder cage is no longer considered as an acceptable ladder safety system. Tanks with fixed ladders which include a cage or well, and do not include an additional personal fall arrest system do not meet the revised OSHA requirements. While most tanks built in the recent past include effective fall prevention equipment, with and without a ladder cage, many older tanks remain in service without this equipment.

The new OSHA regulation requires that any fixed ladder installation, 24 ft and taller, installed after November 19, 2018, must include a personal fall arrest system. Various commercial equipment options are available, which include cable or rail systems. The selection of any particular system is up to the preference of the operator. The new OSHA regulation does provide a 20-year grace period to install fall prevention equipment for fixed caged ladders installed before November 19, 2018. Although this grace period is available for existing tanks, the responsible action for any water utility to take is to retrofit all tank ladders lacking adequate fall prevention equipment immediately. The priority is to verify that any water storage tank access ladder is safe for operator and inspector access.

With this change, there has been confusion in our profession as to whether ladder cages can continue to be installed and remain on existing water storage tanks. It is important to clarify that cages can continue to be installed and can remain on existing tanks. The distinction is that whereas cages can be used for purposes of storage tank security and access prevention, cages are no longer acceptable as a personal fall arrest system and do not qualify as part of a ladder safety program.

It is also important to note that this regulation does not impact the use of stairway systems for water storage tanks. Stairways have been adopted for use by some water utilities, based on enhanced ease of access to tank domes. Stairways utilizing OSHA compliant railings remain acceptable for storage tank access as an alternative to fixed ladder systems. NEWWA’s Distribution and Storage Committee regularly presents its “Water Storage Tank Operations and Maintenance” training course. The course includes a comprehensive segment on water storage tank access and safety. Check the NEWWA training calendar for upcoming course presentations.

The information presented here is for general guidance. Be sure to consult your state water regulatory agency for specific storage tank access safety requirements. For more detailed information from OSHA on this topic, visit: www.osha.gov/Publications/OSHA3903.pdf.

Spring Joint Regional Conference & Exhibition April 3-4, 2019 • DCU Center, Worcester, MA

The sold-out exhibit hall was teeming with water professionals from across New England.

The Career Fair is growing each year, with companies and utilities showcasing opportunities for those entering the profession as well as those looking for a change.

NEWWA’s staff sincerely thanks all attendees for another record-breaking year.

Team Bristol County Water Authority assembles their hydrant during the “Hydrant Hysteria” competition. They, along with Team CT Water, took the top two times and will represent NEWWA at AWWA ACE19 in Denver in June.

The Young Professionals Meet and Greet Breakfast is always a success, with more than 120 attendees this year (and a visit from the AWWA mascot, Eddy!).

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Thanks to the Student Activities committee for organizing yet another successful Student Poster Session, which brings undergraduate and graduate students from colleges and universities across the region to the conference to showcase their projects and network with potential future employers.
The NEWWA and NEWEA Water For People Committees, along with great cooperation from the Massachusetts Water Resources Authority, organized the second biannual Water For People Deer Island Dash 5K. This fun event helps to raise funds for Water for People, and this year also included a Kids’ Fest for the younger crowd. Great work to all who took the time to plan and execute the race!

**Save the Dates — 2019 Major Events**

- NEWWA Annual Planning Session – July 21-23 - Mill Falls at the Lake – Meredith, NH
- 1st Annual Stephen J. Ryan Memorial Golf Tournament – July 22 – Brookmeadow Country Club – Canton, MA
- Laboratory Operations Symposium – October 9 – NEWWA Training Center – Holliston, MA
- Water Resources & Sustainability Symposium – October 30 – Devens Common Center, Devens, MA
- NEWWA/NEWEA Information Technology Fair – November 5 – NEWWA Training Center – Holliston, MA
- November Monthly Meeting – November 21 – Kirkbrae Country Club – Lincoln, RI
- December Monthly Meeting – December 19 – The Lantana – Randolph, MA