

Water Affordability Symposium

Speaker Bios

April 5, 2018

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Simon Götz

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CPUC



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National Academy of Public Administration



Manny Teodoro
Texas A&M



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Panel 1: Foundations of Water Affordability



Moderator: Martha Guzman Aceves
California Public Utilities Commission

Martha Guzman Aceves was appointed Commissioner at the CPUC by Governor Edmund G. Brown Jr. on Dec. 28, 2016. She previously served as deputy legislative affairs secretary in the Office of the Governor since 2011, focusing on natural resources, environmental protection, energy and food and agriculture. She was the sustainable community's program director for the California Rural Legal Assistance Foundation from 2005 to 2011. From 2006 to 2008, she worked with Swanton Berry Farm on human resources issues including a new employee-stock ownership program. She was the legislative coordinator for United Farm Workers from 1999 to 2005, working on labor and environmental issues. In 2010 she co-founded Communities for a New California, a charitable organization promoting increased civic engagement of underrepresented communities. Guzman Aceves earned a Master of Science degree in agricultural and resource economics from the University of California, Davis.



Stanley J. Czerwinski
National Academy of Public Administration

Mr. Czerwinski is the former Chief Operating Officer for the National Governors Association, which is the bipartisan organization of the nation's governors. As COO, he was responsible for guiding NGA's operations, including budgeting, financial management, information technology, and human resources. He also was interim director of NGA's Center for Best Practices. While at NGA, Mr. Czerwinski served as the Chairman of the Board of Directors for the State Services Organization, was on Board of Directors for Federal Funds Information for States, and a trustee for the pension plan for employees of state and local trade associations.

Before moving to NGA, Mr. Czerwinski spent 34 years at the U.S. Government Accountability Office, including 19 as a Senior Executive. Most recently at GAO, he served as Director for Strategic Issues, leading a broad range of evaluations concerning federal, state, and local governments.

Mr. Czerwinski's prior Senior Executive positions at GAO have included serving as Controller, where he oversaw GAO's \$500 million budget, financial management, acquisitions, facilities, and security; Director for Housing and Telecommunications; Associate Director for Housing and

Community Development; and Associate Director for Environmental Protection issues. Earlier in his GAO career, Mr. Czerwinski was the Assistant Director in charge of reviews of the Superfund Program and Project Director for the Hurricane Andrew Task Force. Early in his career, Mr. Czerwinski worked at both the Congressional Research Service and the Congressional Budget Office.

He has authored several hundred reports and testified before Congress approximately 50 times on issues such as state and local fiscal condition; grant management; transparency; states' and localities' uses of Recovery Act funds; viability of the non-profit sector; housing finance; multi- and single-family housing; community and economic development; small business; disaster response, recovery, rebuilding, and mitigation; flood insurance; hazardous waste; environmental justice; and EPA science. He also has had numerous television, radio and print interviews.

Mr. Czerwinski has a master's degree in public administration from the University of Massachusetts and a bachelor's degree from Wesleyan University in Connecticut. He is a fellow of the National Academy of Public Administration and has earned numerous GAO honors including the Rank of Meritorious Senior Executive, the John H. Luke Award for Mentoring, and Meritorious and Client Service Awards.



Manny Teodoro
Texas A&M

Manny Teodoro's research stands at the intersection of policy, politics, and public administration, with emphases on American utility governance and management. His utility research includes explorations of differences between public and private ownership, as well as the institutional, organizational, economic, and demographic correlates of regulatory implementation and enforcement. Over a 20-year career he's served on the AWWA Workforce Strategies and Rates & Charges Committee. In 2013 he completed the first comprehensive study of American water utility CEOs. Over the past decade Dr. Teodoro has pioneered advanced methods for analyzing utility rate equity and affordability.

Dr. Teodoro's public management research looks at ways in which career paths affect decisions and performance in organizations. His award-winning book, *Bureaucratic Ambition*, shows that career concerns shape organizational innovation and, ultimately, democratic governance. Professor Teodoro's research has been funded by the National Science Foundation and Water Research Foundation, and has been published in numerous scientific outlets.

Panel 1: Foundations of Water Affordability



Laura Feinstein
Pacific Institute

Dr. Laura Feinstein is a Senior Researcher with the Water Program at Pacific Institute, an Oakland-based research organization specializing in sustainable water management. She leads the Pacific Institute’s work on water and sanitation for disadvantaged communities, with a focus on California and the United States. Prior to joining the Pacific Institute, Dr. Feinstein was a Research Scientist and Project Manager with California Council on Science and Technology, where she was the project manager and a lead author on reports commissioned by the California Natural Resources Agency and the U.S. Bureau of Land Management on the environmental impacts of hydraulic fracturing. She served as a Science and Technology Policy Fellow with the California Senate Environmental Quality Committee and was a California SeaGrant Delta Science Fellow. She holds a bachelor’s degree in Anthropology from U.C. Berkeley and a doctorate in Ecology from U.C. Davis.

Panel 2: Innovative Affordability Programs Outside of California



Marcus Franklin, M.P.A. (Cornell University '14, '16) is the Research and Systems Manager for the Environmental and Climate Justice Program at the National Association for the Advancement of Colored People. In his current role, he is focused on issues of energy justice, community resilience, and equity and intersectional policy analysis.

Moderator: Marcus Franklin
National Association for the Advancement
of Colored People



Alexandra Campbell-Ferrari is the Co-Founder and Executive Director of The Center for Water Security and Cooperation. Alexandra teaches water law at the University of Maryland Carey School of Law and American University Washington College of Law as well as legal research and writing at the George Washington University Law School. Before founding the CWSC, Alexandra was a Fulbright Scholar in Madrid, Spain researching water law and watershed management.

Alexandra Campbell-Ferrari
Center for Water Security and Cooperation

Panel 2: Innovative Affordability Programs Outside of California



Michelle L. Bethel
Philadelphia Department of Revenue

Michelle L. Bethel was appointed Deputy Revenue Commissioner for the City of Philadelphia in charge of the Water Revenue Bureau in July, 2008. In this role she oversees the operating budget of 18.5M and is responsible for 232 budgeted positions that consist of the following Divisions: Accounting, Call Center, Collections, Customer Assistance, Customer Operations and Technical Operations. The Water Revenue Bureau’s core function is the monthly generation and collection of Water/Sewer/Stormwater bills for approximately 500K customers. Ms. Bethel is responsible for financial reporting to the Philadelphia Water Department and the City Controller’s Office on a monthly basis and is required to present her portion of the Revenue Budget to City Council for approval on a yearly basis. She serves on the Revenue Commissioner’s Executive Team which has been tasked with developing and implementing the strategic plan for the Revenue Department. Ms. Bethel is also one of two Integrity Officers for the Department of Revenue.

Specific accomplishments as Deputy Revenue Commissioner include:

- Launched the first Income Based Tiered Assistance Program for Water Utility Customers
- Instituted a collection phone campaign that resulted in \$2.2M new Revenue Collections
- Implemented a warning letter campaign that resulted in \$3.4M new Revenue Collections
- Managed Revenue Collections of over \$600M
- Exceeded Revenue Collection goal by 13M for two consecutive fiscal years
- Reduced overtime spending

Prior to her appointment as Deputy Revenue Commissioner, Ms. Bethel worked for the Commonwealth of Pennsylvania Department of Revenue in Harrisburg for 14 years. During her tenure she served as Assistant Manager of the Call Center, Division Chief for Bankruptcy, Division Chief for Enforcement, and Assistant Director for Bureau of Administrative Services.

Ms. Bethel holds a B.S. in Accounting with a Minor in Public Relations from Kutztown University and an M.B.A. in Human Resource Management from the University of Phoenix. Her affiliations include Delta Sigma Theta Sorority, Inc., A Public Service Organization; National Black MBA Association, Inc.; National Association of Professional Women (NAPW) and Society for Human Resource Management (SHRM).

Panel 2: Innovative Affordability Programs Outside of California



Gary A. Brown
Detroit Water and Sewerage Department

During the past two years, **Gary A. Brown** has been transforming the Detroit Water and Sewerage Department (DWSD) from an institution that was not responsive to customers’ needs and the current landscape to an anchor in the community that helps solve problems. He was appointed to DWSD Director by City of Detroit Mayor Mike Duggan in October 2015 and approved by the Board of Water Commissioners in January 2016. Brown was previously the Chief Operating Officer under Mayor Duggan charged with continued improvement of city services including water and sewerage, public works, public lighting, transportation, fleet, and municipal parking.

Today, Brown is responsible for all DWSD operations and system maintenance serving more than 200,000 residential, industrial, commercial and tax-exempt accounts, nearly 700,000 Detroit customers. He is also a board member of the Great Lakes Water Authority, a regional system in southeast Michigan managing water and wastewater services in Wayne, Oakland and Macomb counties.

In the transformation of DWSD, Brown has been leading an innovative team of executives to focus on compassionate customer care and addressing the evolving needs of the community. DWSD staff focused on triaging the myriad of customer, technical, system maintenance, and operational issues burdening the finances and the public perception of the department. The result, in only ten months of work, was a collection rate increase to 91 percent from 70 percent, and announcing the lowest water and sewer rate annual increase in decades at 3.25 percent and 3.5 percent, respectively.

Following the public request for water affordability, Brown in July 2015, while the City’s COO, recommended the Detroit City Council convene a Blue Ribbon Panel on Affordability composed of water utility experts and community advocates. In February 2016, the Blue Ribbon Panel recommended several operational and program improvements, which included a sustainable assistance program (see www.detroitmi.gov/brpa). Brown championed the development and implementation of the robust and compassionate Water Residential Assistance Program (WRAP), launched in March 2016. WRAP provides low-income customers \$350 in bill payment assistance and \$750 to pay down arrearages while freezing the customer’s total past due amount during the 12-month program. WRAP also provides up to \$1,000 in minor home plumbing repairs for households who are at least 120 percent above the average usage in the city. WRAP is a Great Lakes Water Authority program and provides funding as part of the lease agreement between the authority and the City of Detroit. The program is administered by non-profit agency, Wayne Metropolitan Community Action Agency.

Since its launch, WRAP has assisted more than 7,500 Detroit households and has a 90 percent enrollee retention rate. In addition, Brown led a team at DWSD to decrease the number of residents at-risk for service interruptions by getting 44,000 households into payment plan arrangements, up from 9,000 the previous year.

DWSD, under Brown's leadership, embarked on several more customer service improvements including payment kiosks, a mobile app and online appointment scheduling, launched in summer 2017. Just as importantly to providing the new customer platforms is addressing lead service lines in Detroit. Since the city is mainly single family homes over its 139 square miles, there are an estimated 125,000 lead service lines. Brown is leading a team of experts to develop a program to inventory the lead service lines and devise a replacement strategy in partnership with residents and funders.

Under Brown's leadership, DWSD is undertaking a comprehensive asset management program to begin to address the city of Detroit's aging water and sewer infrastructure. In 2018, a \$450 million capital improvement program will launch.

Brown's water utility experience began when he served as an elected member of Detroit City Council (2010-2013). He was appointed as one of four members on the "Root Cause Committee," a panel ordered in 2011 by federal judge Sean Cox to develop a plan to overhaul DWSD. In its final report, issued in 2013, the committee recommended the city lease its water system to a standalone public authority. And, as Chair of the City Council Public Health and Safety Committee, DWSD fell under Brown's purview.

While in the Mayor's Office, Brown managed the city's switch to private trash collection, put together a public works team of 40 dedicated to removing illegal dumping, led an upgrade of the public works department's vehicle fleet, implemented the city's new parking system using kiosks and a mobile app, instituted citywide trash recycling, and coordinated the transfer of the city's public lighting department to DTE Energy.

Service to the community has been a constant in Brown's life, when he began his 26-year career as a Detroit Police Officer.

To learn more about the Detroit Water and Sewerage Department, visit: www.detroitmi.gov/dwsd.

Remarks from California State Senator Bill Dodd



Senator Bill Dodd
California Senate

Elected in November of 2016 to represent California's 3rd Senate District, **Senator Bill Dodd** is a fifth generation Californian and lifelong resident of the district, where he grew up on a small family farm in Napa County. California's 3rd State Senate District includes portions of Sacramento, Yolo, Napa, Sonoma, Solano and Contra Costa Counties. He serves as the Chair of the Senate Banking and Finance Committee and Co-Chair of the Senate Select Committee on Wine.

Prior to his election to the State Senate, Bill represented the 4th Assembly District. In the Assembly, Bill worked to help small businesses, protect the environment, and support seniors and working families. He advanced a balanced, sustainable budget that invests in our education system from preschool through higher education. Bill helped establish the state's Earned Income Tax Credit, promote career technical education, and create the Berryessa Snow Mountain National Monument – preserving over 330,000 acres of the California Coast Ranges in Napa, Yolo, Solano, Lake, Colusa, Glenn and Mendocino counties.

Prior to his election to the Assembly, Senator Dodd served on the Napa County Board of Supervisors for thirteen years. His accomplishments include the completion of Napa's flood control project, which protects thousands of properties from flooding, restored 900 acres of environmental wetlands and produced \$1 billion of investment in local businesses.

Prior to his time in elected office, Bill was a successful small business owner. He owned and operated one of the largest full-service Culligan Water operations in California, and served as president of the water quality industry's state and national trade associations. Senator Dodd is a graduate of California State University, Chico.

Bill and his wife Mary live in Napa and have five grown children and five grandchildren. The Napa Valley Chamber of Commerce recognized their philanthropic efforts by awarding Bill its 2014 "Citizen of the Year" for raising over \$3 million for local charities.

Panel 3: California's Affordability Programs



Moderator: Greg Pierce

University of California Los Angeles

Greg Pierce is a Senior Researcher at the UCLA Luskin Center for Innovation. He is also an adjunct assistant professor in the Department of Urban Planning at the University of California, Los Angeles. He engages in planning and policy research for disadvantaged populations at three connected scales, with sectoral foci on drinking water, wastewater and green infrastructure. At the sub-national scale, he uses formal policy design techniques to evaluate and inform community health or livelihood interventions formulated by sub-national agencies. Current and past sponsors of this work include the California State Water Resources Control Board, the California Air Resources Board, the California Energy Commission, the U.S. Housing and Urban Development Department, WaterAid and the World Bank.



Robert Castaneda

Low-Income Oversight Board,
California Public Utilities Commission

Robert Castaneda has over twenty-five years of professional experience working in and for California government. His public service credentials and private-sector expertise include low-income public-purpose program design and management; research and communications. Castaneda was appointed by both Democrat and Republican Governors, beginning in 1989 through 2000 serving in positions of communications, legislative affairs, and public purpose program management with the State's Legalization Program Grant, ESL grants, low-income energy assistance and workforce development programs.

Castaneda Communications, Principal - Castaneda operates a private consulting company that assists both for profit (contractors) and nonprofit entities (energy services providers in the energy industry) serving low-income households across California. In order to achieve that objective, Castaneda Communications works closely with the California Legislature, California State Agencies and public program managers.

Chairman of the Low Income Oversight Board (LIOB) – California Public Utilities Commission - Senate Bill 2 from the Second Extraordinary Session ([SBX2 2](#)), the Legislature established the LIOB to advise the Commission on low-income electric & gas customer issues, water programs (CPUC water agencies only) and to serve as a liaison for the Commission to low-income ratepayers and representatives. Moreover, SBX2 2 required specific activities, which would enable the LIOB to advise the Commission. Castaneda was appointed to the LIOB in 2014 as a voting member and now serves as its Chairman.

La Cooperativa Campesina de California Board of Directors – La Cooperativa’s Member agencies administer a range of programs to improve quality of life and increase self-sufficiency for farm workers and their families. Statewide Member Services include: Housing Services; Food Services; Childcare; Energy Assistance and Weatherization; Disability Services; Rehabilitation Services and Citizenship and Immigration Services

Additional Professional Background in Energy - From 1998 to 2000, Castaneda was appointed to the State Department of Community Services and Development (CSD) where he worked directly with the California Public Utilities Commission as the Chairman of the CPUC’s Energy Education Trust, a \$13-million-dollar fund to educate low-income consumers about changes in the energy industry. His duties at CSD included working with a statewide network of energy service providers providing both weatherization services and rate assistance to low-income communities across California.

Castaneda is committed to ensuring that all residents of California have the same opportunities for work and prosperity and he will continue to be part of the agenda, both public and private, to see that goal realized.



Tracey Patterson
California Food Policy Advocates

Tracey Patterson, MPH, Director of Legislation.

Tracey directs CFPA's state legislative efforts and annual policy development process. Her areas of expertise include policy advocacy to increase access to federal nutrition programs, improve the quality of food in schools and community settings, and working in collaboration with community-driven actions. Prior to joining CFPA in 2013, she had a decade of experience in public health and education in high-poverty communities in California, Louisiana and New York. Tracey has led efforts with policy makers, public schools, community-based organizations, coalitions, researchers, and government agencies. She has a MPH from the City University of New York.

Panel 3: California's Affordability Programs



Linda Wheaton

California Department of Housing and
Community Development

Linda M. Wheaton, AICP. Linda Wheaton is HCD's Assistant Director for Intergovernmental Affairs, and supports implementation of the 2017 Housing Legislation. She works at the interface of housing policy, planning, and financial assistance with government and stakeholders on integrated place-based programs in which affordable housing plays a critical role.

She collaborates with other federal and state agencies on integrated planning and programs, including for example, the Strategic Growth Council and HCD's implementation of the Affordable Housing and Sustainable Communities (AHSC) program, the Climate Change AB 32 Scoping Plan, the California Transportation Plan 2040, and Urban Land Institute Housing Council. Linda, formerly the Assistant Deputy of HCD's Housing Policy Division, has also led processes and projects implementing State housing and planning laws and Proposition 1C programs, which were strengthened by of the 2017 legislation.

She is a member of the American Institute of Certified Planners (AICP) and the Urban Land Institute and has a Master's Degree in Urban and Regional Planning, University of California, Berkeley.

Panel 4: AB 401 and the Path Forward



Moderator: Joaquin Esquivel

California State Water Board

E. Joaquin Esquivel was appointed to the State Water Resources Control Board (Board) by Governor Edmund G. Brown Jr. in March of 2017. Prior to his current appointment to the Board he served as Assistant Secretary for Federal Water Policy at the California Natural Resources Agency. Working in Governor Brown's Washington D.C. office, Mr. Esquivel represented the interests of the Natural Resources Agency and its departments and facilitated, communication, outreach, coordination, and the development of policy priorities between the Agency, the Governor's Office, the California Congressional delegation, and federal stakeholder agencies in the nation's capital.

Prior to his July 2015 appointment to the Natural Resources Agency, Mr. Esquivel worked for U.S. Senator Barbara Boxer of California for eight and a half years in her Washington D.C. office. Starting first as an intern, he held a number of positions and upon leaving was her Legislative Assistant covering the agriculture, Native American, water, oceans,

and nutrition portfolios, in addition to being the Director of Information and Technology. The critical topics in his portfolio and diverse constituencies affected by and represented in them was formative to his education and understanding of California's unique challenges and leadership in resources management. Additionally, his time working for the Senator gave him a broad understanding of the federal government and its agencies, and the critical need to better align local, state, and federal policies and resources to achieve common, if not complex, goals and outcomes for human health, ecological, and economic improvement.

Mr. Esquivel is a graduate of U.C. Santa Barbara with a B.A. in English, was born and raised in California's Coachella Valley, he is the proud son of educators and grandson of farm workers.

Panel 4: AB 401 and the Path Forward



Debby Cherney
Eastern Municipal Water District

Debby Cherney is the Deputy General Manager at the Eastern Municipal Water District (EMWD). In this capacity, Debby is responsible for services including finance, development services, human resources, customer service, purchasing and contract management, safety, risk and emergency management.

Immediately prior to joining EMWD, Debby was the Executive Director of Finance and Administrative Services at Irvine Ranch Water District in Irvine, California. She spent the first 15 years of her career in management consulting specializing in corporate restructuring, forensic accounting and litigation. She is on the Executive Board of Directors of Government Finance Officers Association of the U.S. and Canada and is the Co-Chair of the GFOA Women's Public Finance Network.

Debby is a Certified Public Accountant, licensed in the State of California. She has a Bachelor's degree from Claremont McKenna College and an MBA from the University of California, Irvine.



Laurel Firestone
Community Water Center

Laurel Firestone co-founded and co-directs the Community Water Center (CWC).

In January 2016, she was listed as one of nine most influential people in California water policy by Environment & Energy Publishing. Laurel has received a variety of awards and recognitions, including the Gary Bellow Public Service Award by the Harvard Law School in 2013, and is regularly asked to testify and speak on a variety of water equity topics. She served on the Tulare County Water Commission from 2007-12, and Co-Chaired the Governor's Drinking Water Stakeholder Group from 2012-14. She continues to serve on a variety of state policy advisory committees, as well as partner with universities to develop research and clinical programs to ensure the human right to water. In 2009, Laurel authored the comprehensive Guide to Community Drinking Water Advocacy and continues to author both scholarly and

practical publications related to equitable, transparent and effective water policy topics. She continues to serve on a variety of state policy advisory committees, as well as partner with universities to develop research and clinical programs to ensure the human right to water.

Laurel graduated with honors from Harvard Law School and holds a B.A. magna cum laude in Environmental Studies from Brown University.

Panel 4: AB 401 and the Path Forward



Adán Ortega

California Association of Mutual Water Companies

Adán Ortega, Jr. is Executive Director of the California Association of Mutual Water Companies, the voice of small water systems in California. He helped to lead the formation of CalMutuals in 2013 and a Joint Powers Risk and Insurance Authority known as CalMutuals-JPRIMA in 2016. Under his leadership, statewide membership in CalMutuals has grown from 14 mutual water companies in 2013 to 250 today. Adan is a former executive with the Metropolitan Water District of Southern California and two other water districts. He is founder and principal at the public affairs and organizational management consulting firm, Ortega Strategies Group. Adan is a member of the boards of Sustainable Conservation, the Southern California Water Committee and Mujeres de La Tierra.

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