



District of Columbia Water and Sewer Authority Board of Directors

Human Resources and Labor Relations Committee March 11, 2026 / 9:30am

Microsoft Teams meeting

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1. **Call to Order** _____ Jed Ross, Chairperson
2. **Roll Call** _____ Debra Mathis, Assistant Board Secretary
3. **HR Report Out** _____ Amber Jackson, Chief People Officer and Executive Vice President
4. **Executive Session*** _____ Jed Ross
 - a. To discuss a personnel matter under D.C. Official Code § 2-575(b)(10)
5. **Adjournment** _____ Jed Ross

This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.

1The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss certain matters, including but not limited to: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); terms for negotiating a contract, including an employment contract, under D.C. Official Code § 2-575(b)(2); obtain legal advice and preserve attorney-client privilege or settlement terms under D.C. Official Code § 2-575(b)(4)(A); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security matters under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C. Official Code § 2-575(b)(10); third-party proprietary matters under D.C. Official Code § 2-575(b)(11); train and develop Board members and staff under D.C. Official Codes § 2-575(b)(12); adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters or violations of laws or regulations where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14); and other matters provided under the Act.



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Human Resources Update

DC Water's Enterprise Human Capital Strategy focuses on attracting, developing, and retaining talent to fulfill its mission. The strategy includes initiatives in various areas such as compensation, succession planning, performance management, and talent acquisition. Below are updates on a variety of People & Talent topics that have occurred since the last report.

I. People & Talent - Howard University Green Job Career Fair

On February 19th, Jennifer Lamb, Senior Recruiter and Selina Allen, Senior Manager, Learning & Development, participated in the Howard University Green Job Career Fair, a value platform for connecting with students pursuing degrees in environmental science and research. The fair aimed to facilitate connections between student and employers in the environmental sector, showcasing relevant job opportunities and internships.

We engaged with students about available positions that align with their educational backgrounds and career aspirations. This event allowed us to identify potential talent for future roles while also supporting students in their career development.



II. Learning & Development

DC Water Summer Internship Program

The Summer Internship Program continues to generate significant interest. This year, we have received over **4,000** applications across a wide range of disciplines, reflecting both the program's reputation and the organization's visibility as an employer of choice. Hiring managers are currently engaged in the candidate review and interview process. The 12-week program is scheduled to launch on May 18, with participants concluding their internship on August 7.

Advancing Blue-Performance Management

The mid-year check-in process is scheduled to begin in March and conclude in April. This structured review period serves as a critical milestone within our performance management framework. It provides employees with a formal opportunity to assess their progress against established goals, identify development needs, and adjust priorities where necessary. Equally important, it enables managers to deliver timely, constructive feedback and reinforce expectations for the remainder of the performance year.

III. Talent Acquisition

Chief Information Officer & Executive Vice-President

The search is nearing completion, with one or more highly qualified candidates under active consideration. Timing for onboarding will be finalized once the process concludes.

Chief Financial Officer and EVP, Finance, Procurement, and Compliance

Qualified candidates are being reviewed with interviews to be scheduled thereafter.

IV. Labor Relations

Since the January Human Resources/Labor Relations Committee meeting, Management has continued its efforts to ensure resolution of the outstanding Union agenda items. First, Management has kept Union leaders informed of important issues in advance like administrative closings and parking lot hazards. Second, Management has committed to allowing Local 872's desired non-union/non-legal representative to attend Neutral Party Hearings until outside counsel can complete legal research on the question.

Management has also continued to extend goodwill to the Unions whenever possible. Local 2091 recently requested use of DC Water facilities for a Union convention in April. Management not only granted their request but did so free of charge.

DC Water's Management team continues to work closely with Union leadership to ensure safe working conditions for all employees and to maintain positive relationships with Union leaders and members.

V. Benefits

January marked a strong start to the year for our Wellness Program. We successfully hosted our first in-person yoga session, which was very well attended. Participation included both office staff and field employees, creating an inclusive environment focused on movement, stress management, and team connection. We also continued our virtual wellness classes and achieved a 21% engagement rate, reflecting sustained interest in accessible wellness offerings that accommodate varying locations and work schedules.

In addition, Amber Jackson and Madison MacDougall conducted a site visit to Blue Plains during the snowstorm to deliver food and personally check in with employees who were working extended hours to maintain plant operations. This outreach provided an opportunity to express appreciation and demonstrate support for teams who ensured continuity of operations during severe weather conditions.

Overall, January centered on connection, care, and delivering wellness initiatives directly to employees in all work environments.

In February, engagement increased to 26%, driven in part by positive feedback and peer encouragement from prior participants. We hosted another in-person yoga session and saw increased attendance, along with multiple requests to expand this offering.

To launch the upcoming Nutrition Challenge beginning March 2, we facilitated an in-person cooking demonstration. The session featured practical meal preparation strategies, balanced nutrition guidance, and actionable tips to support employees in successfully participating in the challenge.

Wellness Support:

Pumping Operations Team

Over the past several months, Madison MacDougall has been working closely with the Pumping Operations team to provide ongoing wellness support through regular “Wellness Moments.” These sessions are designed to be practical, relevant, and accessible, with a focus on supporting both physical and mental well-being within a fast-paced operational environment.

Topics have included stress management, creating time and space for self-care, emotional intelligence, communication skills, and strategies for navigating change and uncertainty.

In addition to delivering wellness education, these sessions have created space for reflection, peer connection, and open dialogue; helping to normalize conversations around mental health and emotional well-being. The objective has been to equip team members with practical tools that enhance resilience, focus, adaptability, and overall performance, both in the workplace and in their personal lives.

Operations Challenge Team

Madison MacDougall has also been working closely with the Operations Challenge team in preparation for upcoming competitions, providing both wellness support and direct event preparation.

Ms. MacDougall’s involvement has included hands-on coaching during event practice, assisting in structuring training sessions, and supporting preparation strategies tailored to specific competition scenarios. In parallel, she has focused on performance readiness by helping the team strengthen stress management skills, build confidence, enhance communication and teamwork, and develop effective routines for both training and competition days.

Additional emphasis has been placed on hydration, nutrition, sleep, and recovery as foundational components of both performance and safety. By integrating structured event preparation with wellness and performance coaching, the goal has been to support the team in achieving high performance standards while maintaining physical and mental well-being throughout the competition season.

People and Talent Metrics

Metric	Target	Sep -25	Oct-25	Nov-25	Dec-25	Jan-26
Vacancies	N/A	154	169	168	171	175
FTEs	N/A	1128	1116	1117	1114	1110

Vacancy Rate	10%	12.01%	13.15%	13.07%	13.31%	13.61%
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*Reflects recommended position eliminations in the approved FY26 Budget.

Metric	Target	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Temporary Alternative Duty Program (TAD) +	50% of WC claims eligible for TAD program	86%	86%	89%	90%	90%

Metric	Q1	Q2	Q3	Q4
Self-Identified Veterans (Active)	28	29	26	26
Female Workforce (Active)	22.8%	22.9%	22.8%	22.8%

Annual Turnover Metrics

Year	2021	2022	2023	2024	2025
Involuntary (Dismissal, Medical Disqualification)	1.01%	0.78%	1.97%	1.92%	1.93%
Voluntary (Resignation, Retirement)	4.15%	5.77%	5.55%	5.93%	4.84%
Other (Death)	0.55%	0.10%	0.09%	0.26%	0.35%
Total Turnover Rate	5.71%	6.65%	7.61%	8.11%	7.11%

NOTE: AWWA Turnover Benchmark: 7%

KPI Definition

+Percentage of Workers' Compensation claims eligible for placement into TAD program

Business Relevance

The more claims eligible for TAD program will reduce overall Workers' Compensation costs and claim exposure for the Authority, leading to realized financial savings.

Department/ Function	Metric	Oct-25	Nov-25	Dec-25	Jan-26
Learning & Development	Total cost of tuition assistance/reimbursement	\$26,262.99	23,702.43	\$29,927.13	\$60,358.52
	Total # of employees participating in tuition assistance/reimbursement	12	14	16	21
	Total # of employees seeking associate's degree	0	0	2	0
	Total # of employees seeking a bachelor's degree	2	0	1	2
	Total # of employees seeking a master's degree	2	3	3	8
	Total # of employees seeking a doctorate degree	1	0	1	0
	Total # of employees seeking a certification	2	3	3	4
	Total # of employees participating in external training	4	10	9	11
	Talent Acquisition	Hires	4 (2 external, 2 internal)	10 (4 external, 6 internal)	4 (1 external, 3 internal)
Positions Under Recruitment		74 <i>(56 of 74 moving through the recruitment process)</i>	65 <i>(cancelled positions that were held during the freeze with no movement and can now provide the actual number of positions actively under recruitment)</i>	73	79
Separations	Separations	10	4	4	6
	Term Reasons	<ul style="list-style-type: none"> • 8 voluntary (8 resignations) • 2 involuntary (dismissals) 	<ul style="list-style-type: none"> • 2 voluntary (2 resignations) • 2 involuntary (1 dismissal and 1 death) 	<ul style="list-style-type: none"> • 2 voluntary (2 resignations) • 2 involuntary (1 dismissal and 1 death) 	<ul style="list-style-type: none"> • 4 voluntary (4 resignations) • 2 involuntary (2 dismissals)
Benefits – Retirement Plan Participation	457(b) Pre-Tax	868 Employees Participated	871 Employees Participated	870 Employees Participated	865 Employees Participated
	457(b) Roth	125 Employees Participated	128 Employees Participated	129 Employees Participated	132 Employees Participated