



# District of Columbia Water and Sewer Authority Board of Directors

**Human Resources and Labor Relations Committee w/ Union Presidents** May 21, 2026 / 11:00 am

**Microsoft Teams meeting**

[Click here to join the meeting](#)

Meeting ID: 245 478 144 239 540 Passcode: g8pn3jm9

Call in (audio only) **+1 202-753-6714,,203582320#**

Phone Conference ID: 203 582 320#

- I. **Call to Order** \_\_\_\_\_ Jed Ross, Chairperson
- II. **Roll Call** \_\_\_\_\_ Debra Mathis, Acting Board Secretary
- III. **Union Topics** \_\_\_\_\_ Union Presidents
  - Kevin Poge, AFSCME 2091
  - Michelle Hunter, NAGE R3-06
  - Jermaine Quattlebaum, AFGE 631
  - Jonathan Shanks, AFGE 872
  - Ray Huffman, AFGE 2553
  - 1. Retirement Plan Withdrawal Age – Alignment with IRS and Industry Standards  
*(Jermaine Quattlebaum)*
  - 2. DC Water Is Not Following the Principle of Progressive Discipline *(Jonathan Shanks)*
- IV. **[HR Report Out](#)** \_\_\_\_\_ Amber Jackson, Chief People Officer  
and Executive Vice President
- V. **Executive Session\*** \_\_\_\_\_ Jed Ross, Chairperson
- VI. **Adjournment** \_\_\_\_\_ Jed Ross, Chairperson

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](mailto: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.



# District of Columbia Water and Sewer Authority Board of Directors

## Human Resources and Labor Relations Committee Meeting – Executive Summary May 21, 2026 / 11:00am

### 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 – Youth Apprenticeship Program Signing Day

People and Talent received a youth apprentice participant through the Department of Employment Services (DOES) Youth Apprenticeship Program (YAP). Andre Bailey began his apprenticeship on Monday, January 26, with an initial assignment supporting job description updates within the Compensation team.

To celebrate the successful completion of the program, a Signing Day was hosted on April 30, 2026, at DC Water, where Andre officially marked the conclusion of his apprenticeship with Compensation. Andre will continue his academic journey and will be attending Temple University in the fall.

Another notable participant, Sakaiya Gaines, contributed her efforts on the HCM Systems side, gaining valuable technical and functional experience.



#### II. Learning & Development

##### DC Water Summer Internship Program

We are thrilled to announce the start of our 2026 summer internship program on May 18, welcoming a total of 54 interns across various departments. Our focus will be on providing hands on training and fostering an environment where interns can contribute their innovative ideas while gaining valuable experience. We anticipate a productive summer and look forward to the mutual learning opportunities this program creates.

Leading Blue Kickoff

Learning & Development is proud to announce that the 2026 Leading Blue cohort officially kicked off on Monday, March 16. This program is designed for our mid-level manager participants, who have been carefully selected to be part of this transformative journey. We are proud to announce our partnership with George Washington University’s Center for Excellence in Public Leadership, which will facilitate the first module, “Leading Self” as we embark on this 10-month program.

**III. Talent Acquisition**

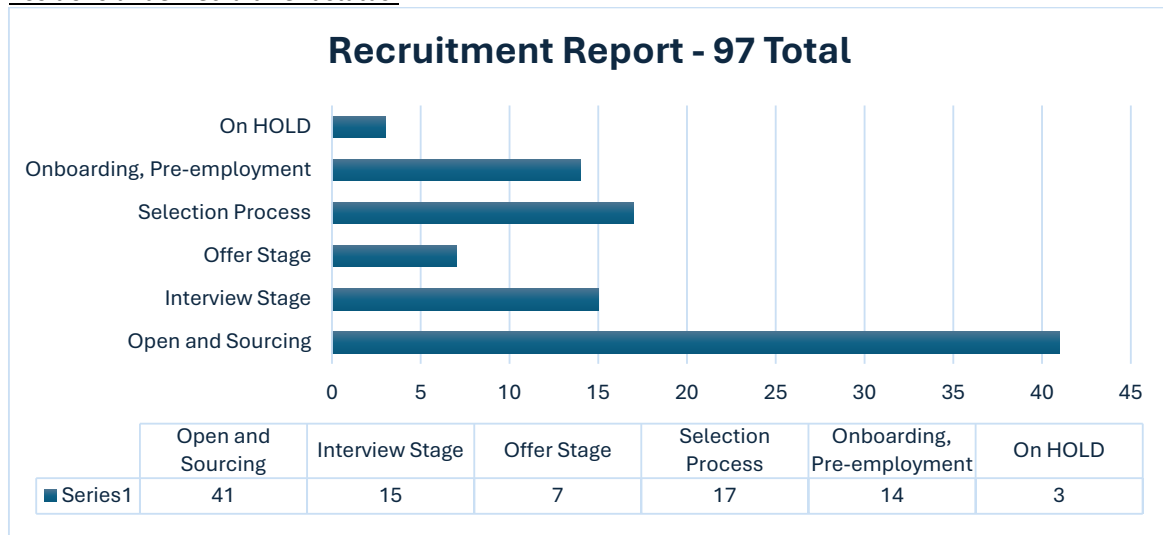
Chief Information Officer & Executive Vice-President

Searching for candidates, interviews are in progress.

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

Interviews in progress.

Positions under recruitment status:



**IV. Benefits**

Wellness Support:

Wellness programming returned to a balanced mix of physical, mental, and financial well-being offerings, supported by a consistent schedule of virtual fitness classes and targeted educational sessions.

Overall program engagement reached 30% cumulatively, a notable increase from March’s 16%. This growth reflects strong participation following a return to a more consistent monthly structure, while continuing to offer flexibility through a hybrid model.

In-person yoga remained a key highlight, with a record attendance of 30 employees in a single session. Participation spanned multiple departments, reinforcing the value of in-person offerings in driving engagement and fostering cross-functional connection. These sessions continue to see strong utilization and positive feedback.

Looking ahead, May will focus on Mental Health Awareness Month, with expanded programming centered on emotional well-being. We would welcome and strongly encourage visible leadership participation in these sessions, as it plays a critical role in reinforcing the importance of mental health and driving broader employee engagement.



**People and Talent Metrics**

Metric	Target	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26
Vacancies	N/A	171	175	173	169	170
FTEs	N/A	1114	1110	1110	1114	1113

Vacancy Rate	10%	13.31%	13.61%	13.48%	13.17%	13.25%
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\*Reflects recommended position eliminations in the approved FY26 Budget.

Metric	Target	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26
Temporary Alternative Duty Program (TAD) +	50% of WC claims eligible for TAD program	90%	90%	90%	92%	92%

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	Jan-26	Feb-26	Mar-26	Apr-26
<b>Learning &amp; Development</b>	Total cost of tuition assistance/reimbursement	\$60,358.52	\$33,797.20	\$24,329	\$425
	Total # of employees participating in tuition assistance/reimbursement	21	14	14	1
	Total # of employees seeking associate's degree	0	0	0	0
	Total # of employees seeking a bachelor's degree	2	6	1	0
	Total # of employees seeking a master's degree	8	3	3	0
	Total # of employees seeking a doctorate degree	0	1	0	0
	Total # of employees seeking a certification	4	4	2	1
	Total # of employees participating in external training	11	4	10	1
	<b>Talent Acquisition</b>	Hires	<b>13</b> (4 external, 9 internal)	<b>10</b> (7 external, 3 internal)	<b>15</b> (7 external, 8 internal)
Positions Under Recruitment		<b>79</b>	<b>85</b>	<b>88</b>	<b>96</b>
<b>Separations</b>	Separations	6	7	3	7
	Term Reasons	<ul style="list-style-type: none"> <li>• 4 voluntary (4 resignations)</li> <li>• 2 involuntary (2 dismissals)</li> </ul>	<ul style="list-style-type: none"> <li>• 6 voluntary (6 resignations)</li> <li>• 1 involuntary (1 dismissal)</li> </ul>	<ul style="list-style-type: none"> <li>• 2 voluntary (2 resignations)</li> <li>• 1 involuntary (1 dismissal)</li> </ul>	<ul style="list-style-type: none"> <li>• 4 voluntary (4 resignations)</li> <li>• 3 involuntary (2 retirements &amp; 1 dismissal)</li> </ul>
<b>Benefits – Retirement Plan Participation</b>	457(b) Pre-Tax	865 Employees Participated	866 Employees Participated	867 Employees Participated	866 Employees Participated
	457(b) Roth	132 Employees Participated	142 Employees Participated	145 Employees Participated	143 Employees Participated